

Sales MANAGEMENT

"JUICE KING" STUDY OF POTENTIALS UNCOVERS A VAST UNSOLD MARKET

Out of a fact-hunt by National Die Casting Company emerged a better-styled product at a higher price . . . with a richer untapped market. See page 37.

WILL LUMBER DEALERS BECOME A FACTOR IN APPLIANCE SALES?

Among the 30,000 lumber dealers in the U. S., some 3,500 are already in the business of merchandising home appliances as a part of a home-building "package." See page 96.

OTHER ARTICLES IN THIS ISSUE: Demonstrations win customers for Varlar (see page 42) . . . How to put beauty and brains into a cookbook (see page 44) . . . Marketing Pictographs (see page 71).



25 CENTS

DECEMBER 15, 1947



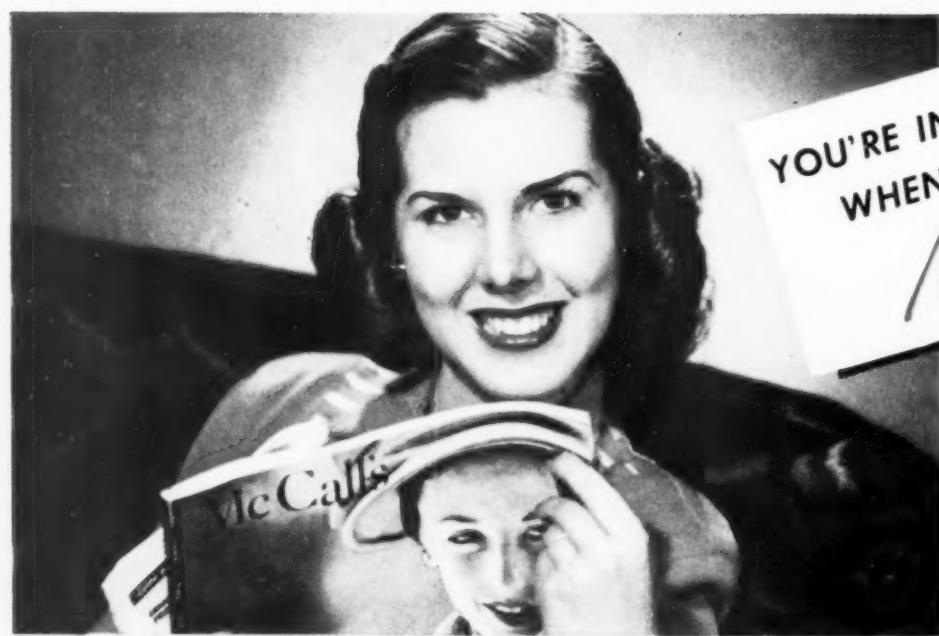
WHEN
A WOMAN
SHOPS

When a woman shops (so to speak) for entertainment fare, she's concerned not merely with purchasing the right to spend three hours in the land of make-believe because, you see



SHE HAS
A PICTURE
IN HER MIND

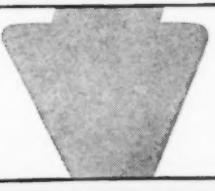
She has a picture in her mind of the artistic merit, the story plot, and the "who plays what" in the latest films . . . gathered from the movie guide in her favorite magazine.



YOU'RE IN THE PICTURE
WHEN YOU'RE IN
McCall's

Every month the editorial and the advertising pages of McCall's influence the shopping expeditions of women in 3,600,000 homes.

McCall's Magazine, Adv. Dept.,
444 Madison Ave., New York 22



**LARGEST
WEEKDAY
CIRCULATION
OF ANY OTHER
DETROIT
NEWSPAPER**

425,024 Weekdays

461,452 Sundays

AVERAGE NET PAID CIRCULATION FOR 6 MONTHS ENDING SEPT. 30, 1947

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

DECEMBER 15, 1947



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Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

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New 10-Market Comparison of Brand Preference

Now you can compare your customers' buying habits and brand preferences in 10 important markets across the nation. This information is contained in a 76-page digest of 10 standardized Consumer Analysis surveys of 1947. All used identical questions and followed the questionnaire and interview technique developed by The Milwaukee Journal in 25 annual surveys.

Product usage and brand percentages and positions in each of the 10 markets are conveniently tabulated side by side to give a quick, clear picture of competition. Subjects covered include grocery products,

soaps and cleansers, drugs, toiletries, cosmetics, foundation garments, appliances, alcoholic beverages and cigarettes. Write for a copy. Address your request to The Milwaukee Journal or to one of the newspapers listed here.

Newspapers Co-operating in Standardized Consumer Analysis Surveys

Omaha World-Herald	Illinois Daily News-paper Markets
Philadelphia Bulletin	Sacramento Bee
Indianapolis Star	Fresno Bee
St. Paul Dispatch-Pioneer Press	Modesto Bee
Columbus Dispatch	

THE MILWAUKEE JOURNAL

National Representatives—O'Mara & Ormsbee, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco
 DECEMBER 15, 1947

"But I thought you were bringing the presentation!"



Relax, boys! With Air Express making even coast-to-coast delivery overnight, the situation can be well in hand. But it's in the ordinary, regular use of Air Express that it really pays. In all stages of production and publishing, this super-speedy service gives you *more time*.

Your shipments *keep moving*, because every Scheduled Airliner carries its share of Air Express. And you get special pick-up and delivery service included in the low rates. To help make every deadline with time to spare, use Air Express regularly.

Specify Air Express—it's Good Business

- Low rates—special pick-up and delivery in principal U.S. towns and cities at no extra cost.
- Moves on all flights of all Scheduled Airlines.
- Air-rail between 22,000 off-airline offices.
- Direct air service to and from scores of foreign countries.

Just phone your local Air Express Division, Railway Express Agency, for fast shipping action . . . Write today for Schedule of Domestic and International Rates. Address Air Express, 230 Park Avenue, New York 17. Or ask for it at any Airline or Railway Express Office.

AIR EXPRESS



GETS THERE FIRST

Fastest delivery—at low rates

Matrix (4½ lbs.) was needed by an Atlanta publisher *fast*. Picked up in N.Y.C. 9 A.M. on 14th, delivered afternoon same day. 762 miles, Air Express charge \$1.65. Heavier weights, any distance, similarly inexpensive and fast.

AIR EXPRESS DIVISION
RAILWAY EXPRESS AGENCY
... A SERVICE OF

THE SCHEDULED AIRLINES OF THE UNITED STATES

SM

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December 15, 1947 Volume 59 No. 13



SALES MANAGEMENT



AT POINT OF SALE...

brand conscious New Yorkers
prefer this newspaper nearly
TWO TO ONE

THE newsstand is the "point of sale" for New York metropolitan newspapers. Often overlooked is the fact that no one is ever "sold" a newspaper in New York. There is no home delivery under metropolitan newspaper management. There is no price incentive. Like your products on retail counters, the choice is up to the customer.

Four out of ten New Yorkers who read an evening newspaper buy the Journal-American. They buy it because they prefer it to any other. They prefer its news presentation . . . its features . . . more important, they prefer it for family reading in the home.

A newspaper with so devoted an audience exerts tremendous sales influence over the individual reader. A newspaper with so dominant an audience—nearly two to one over its closest competitor in the evening field—carries that sales influence throughout the entire market.

Dynamic New Yorkers are America's greatest buying public. They are sales-receptive . . . brand conscious. Surely, you can most effectively build brand popularity here by using the evening newspaper that leads in reader popularity . . . *through choice alone*.

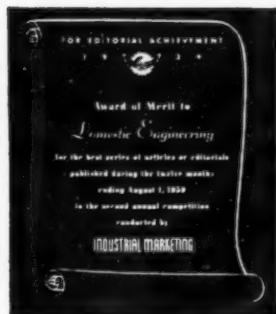
YOUR STORY STRIKES HOME IN THE

Journal  American
NEW YORK
AN AMERICAN NEWSPAPER FOR THE AMERICAN PEOPLE

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

DECEMBER 15, 1947

9 times a WINNER



1939

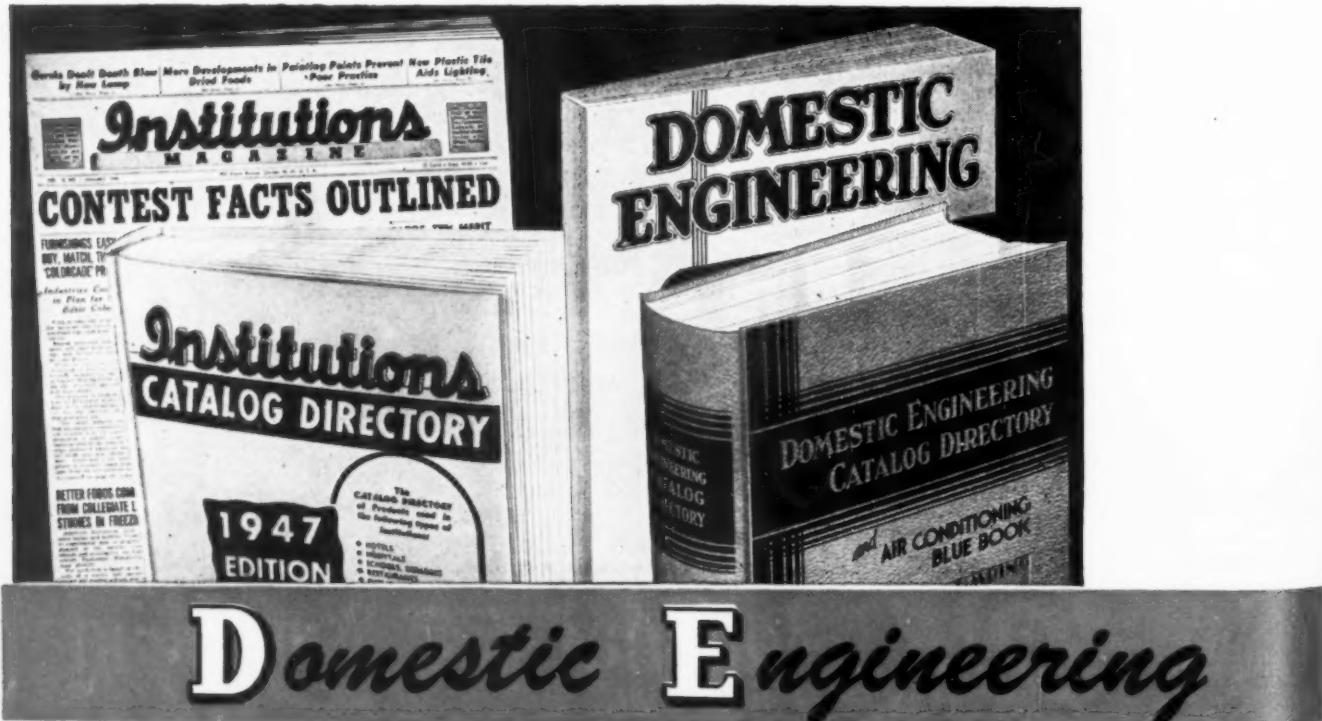
Three more awards have been received by DOMESTIC ENGINEERING PUBLICATIONS. During the past seven years DOMESTIC ENGINEERING editorial programs have been signally honored by our nation's top-flight judges of editorial excellence.

Why do we call attention to these achievements? First, because they are of definite significance not only to our advertisers but to every manufacturer whose products have an application to the fields served by DOMESTIC ENGINEERING PUBLICATIONS. For, behind all of the editorial projects of these publications there is organization, teamwork, balance and attention to long range objectives. Not only are these the ingredients of prize winning editorial programs, they are prime requisites which must be provided by a

publication if the advertising carried in it is to be of greatest possible benefit to readers and advertisers alike.

This year's awards signify a consistent, year-after-year effort plus a constantly broadening base of editorial service. The prize winning achievements of past years have become the basis for greater and more noteworthy accomplishments of succeeding years. This has been demonstrated by the growing intensity of the competition for these prizes. Over 600 entries were registered in this year's contest.

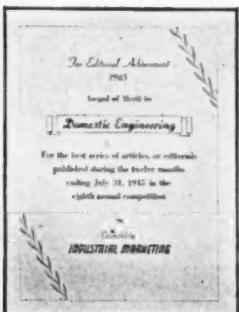
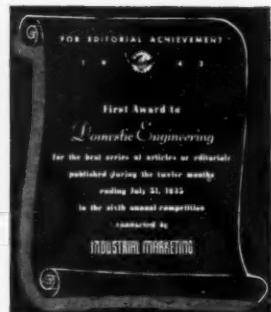
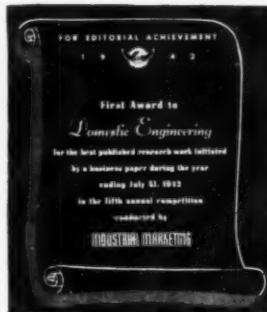
We call attention to these awards because we feel a glow of what may be called justifiable pride that our efforts, originally launched as a routine service for our industry, should be held up for such outstanding recognition among all business publications.



SALES MANAGEMENT

Nin
pla
EN
rep

DEC



1942

1943

1944

1945

1946



3 awards in 1947

Nine times from 1939 to 1947, as represented by the plaques shown above, honors have come to DOMESTIC ENGINEERING PUBLICATIONS. The three plaques reproduced immediately above represent the three awards

received in 1947. Rarely has an honor so great been bestowed on one organization . . . seldom has such a degree of consistency been approached in these competitions in which hundreds of business papers participate.

Publications

DECEMBER 15, 1947

1900 PRAIRIE AVE., CHICAGO 16, ILL.
DOMESTIC ENGINEERING • DOMESTIC ENGINEERING CATALOG
DIRECTORY • INSTITUTIONS MAGAZINE • INSTITUTIONS
CATALOG DIRECTORY

The Human Side



SM's OWN PERSONAL TIME-CAPSULE

Blame it on Russia . . . blame it on the Atom Bomb. The fact is *everybody* has taken to burying things this year. Lord and Taylor encased a sable-coated mannequin (inanimate variety) in the cornerstone of its newest store. . . . Associated Press reported a young man who walled up his Mother-in-law. Said he did it to show Post-Atomic scientists what a genuine Mother-in-law, circa 1947, looked like. Both of these cases are typical of the people who are capsuling things away—under buildings, beneath rocks, in storm cellars. We think it's due to a sort of National Conceit. It all stems from a piece somebody wrote, to the effect that Post-Atomic scientists were going to devote themselves exclusively to studying our Life and Times. The whole United States promptly got a bad case of inflated ego. Even us. We want to get in the act, too.

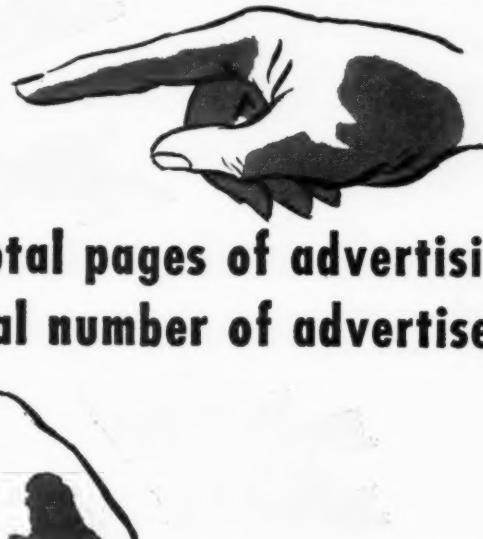
No one, within our ken, has buried the cream of press agency brains, nor the more sterling examples of the Huckster's art. So SM has put away its own Capsule And when the pick and shovel boys start prying underneath the Staten Island Ferryhouse they won't be disappointed. Ours will be there, inscribed "In the year of the Huckster, 1947." And here's a cross-section of the kind of thing we've stashed away . . . by months, and playing no favorites.

January brought us a little release from KFAB, Omaha. The station was mighty excited over the fact that one of its announcers, Lyell Bremser, a sports commentator, had made a Christmas tree out of pheasant feathers. *House and Garden* had already told us to hang ermine tails on our tree for a "fillup" but somehow a whole pheasant feather-tree appealed to us. As if embarrassed by the chi-chi turn of mind on the part of its Mr. Bremser, the station carefully explained that he had run up this feather tree because he offered a shotgun to the hunter who sent in the longest tail feather. Altogether some 3,004 people went into the highways and byways, took aim, felled a pheasant and started pulling out tail

GROANS WERE HEARD . . . when these bad-taste exhibits crossed our desk. Most carried demands for publicity. We are happy to supply it.



FIRST IN ITS FIELD



... in total pages of advertising
... in total number of advertisers

WHY MORE INDUSTRIAL ADVERTISERS CHOOSE MILL & FACTORY

For the first eight months of 1947, MORE advertisers placed MORE pages of advertising in Mill & Factory than in any other publication in its field.

There is a reason for this. Advertisers seeking more effective, more efficient ways of selling have found in the unique Mill & Factory circulation method —

... strongest assurance of perfect coverage of worthwhile plants

There's a basic difference between Mill & Factory and other general industrial magazines . . . a basic superiority worth remembering! Circulation is hand-picked by the 1450 salesmen of the 135 industrial distributors shown on this map.

These men know the plants and executives in their own areas as you know the palm of your hand. They know which plants, and how many are worthwhile . . . know when plants open, become inactive, shift to new lines. They

know what men have buying influence . . . know when men move up, down, in, out.

Horse-sense tells you that these distributors' will see that Mill & Factory gets to ALL plants and men of importance. But to make doubly sure of proper coverage, distributors' lists are constantly rechecked by the publishers through Mill & Factory's continuing Census of Manufacturers.

You can be sure, too, that Mill & Factory isn't likely to go to plants

and men who are worthless to advertisers. Distributors subscribe for every copy . . . names that become duds are cut off in a hurry!

We don't claim infallible coverage of every influential man in every worthwhile plant. But it certainly makes sense to believe that the unique Mill & Factory circulation method is the strongest assurance of as nearly perfect coverage as any publication could ever provide! *

Conover-Mast Corp., 205 East 42nd St., New York 17; 333 North Michigan Ave., Chicago 1; Leader Building, Cleveland 14; Forrest C. Pearson, 5670 Wilshire Blvd., Los Angeles 36.

Industrial markets are
blanketed by distributors
who maintain Mill &
Factory circulation.



EVERY READER IS HAND PICKED . . . EVERY COPY PAID FOR

feathers. Mr. B. was the recipient. And immediately put them to this completely charming use.

In February we were forced to discard a supposition that sales promotions were losing their old fire and color. A release from Toledo did it. It seems that Mr. Milton J. Grosse (the same eager beaver who threw the midnight sales meeting . . . SM November 20, 1947) wowed sales promotion meetings the length and breadth of the land by donning a "gay yellow Aladdin turban" to introduce his company's new product, the Insect Repellent Lamp. Give up on the connection? . . . Lamp, man, lamp. See, Aladdin had a lamp and did all right with it. So Mr. Grosse, looking Near East as all get out, went around rubbing the Insect Repellent Lamp at meetings. The bugs dropped dead. So did two members of one of his audiences.

March brought us a gem of a story. With it came a picture of a young woman displaying what was certainly more than the standard 32 teeth. She was in a shower stall, completely surrounded by balloons. The caption said, "Pretty Louise Hyde has a new use for Prest-o-Lite balloons being distributed to tens of thousands of battery dealers. She blows them up, packs the balloons around herself in a shower stall and then . . . waits for a press agent." The lady-buried-but-not-too-deep theme was as catching as a March cold. Hardly had we stopped whistling and pounding the desk when Sunkist sent us a picture of a winsome Miss buried up to the . . . buried in oranges. Here in the office the gentleman editors decided that Sunkist did itself a great disservice by sending out the picture. The oranges, comparatively speaking (and this was supposed to be Comparative Anatomy) looked of a size with a walnut.

May showers. But they were showers of the same old corn around here. A long, garrulous thesis from the National Institute of Diaper Services, which knows too much about publicity to let a good thing ease through the wringers, proclaimed that the Institute had a mad on with the Ford Motor Company which had the audacity to use an outdoor poster depicting a naked baby . . . absolutely no didy visible! "An urgent protest against the new Ford Motor Company's nationally-distributed billboard poster depicting a baby whose smoothness is compared to the 1947 Ford has been," pouted the release, "officially registered by the National Institute of Diaper Services. . . . In a special executive committee meeting held . . . diaper laundries went on record as expressing disapproval of this poster showing a baby minus its typical garb—a diaper—and have asked the Ford Company to withdraw the poster from circulation, threatening national picketing on the part of its members if the poster is not discontinued." Several hundred words later we pick up this section. ". . . diaper services have become so solid a part of American home life that it is inconceivable that a major American industry such as Ford Motor Company could even dream of depicting a baby crawling around in a primitive manner minus a diaper."

We were too exhausted to read any releases for a couple of months. But in December we had one that stirred us out of our lethargy. It was from Benn Hall Associates and it was a book promotion.

Have you ever imagined conversations between animals, especially different, perhaps rival, species? If you have, you will get a kick out of a dialogue Ben Hecht has written in a new children's story, 'The Cat that Jumped Out of the Story.' Mr. Hecht's heroine is a cat called

Catarinka, a beautiful sleek black cat with a rosebud mouth, eyes like little green wheels, but a slightly arrogant character, because she believes the moon is her mother. Catarinka has little use for a pair of insignificant mice, Itzel and Bitzel, and their conversation goes like this:

DIALOGUE:

"Hello," said Itzel. "My, my, you look beautiful tonight."

"Indeed," said Bitzel, "You are really a most magnificent animal."

The reason Itzel and Bitzel talked this way to Catarinka was that they had learned that no cat will hurt you if you tell her how beautiful she is. Later they ran into trouble.

"What are you doing tonight?" Itzel asked.

"I am looking at the moon," said Catarinka.

"Oh, dear, what a bore," said Bitzel. "The moon is only a peeled egg that nobody wants to eat."

We rest our case. And we feel sure that the scientists will get the proper perspective of the people who influenced America in 1947.



OIL WET . . . she had something to do with fuel oil, we think.

GAS AGAIN . . . but don't expect her to clean your windshield.





**IT TAKES
MORE THAN
POWER
to attract and hold
an audience!**

TAKE THESE NINE IOWA COUNTIES, FOR INSTANCE

People listen to certain radio stations more than others *because they like what they hear*.

For example, Des Moines has four* radio stations, each of which has daytime coverage throughout the nine counties emphasized on the map at the right. In addition other stations "come in" with sufficient strength to warrant very considerable audiences.

Normally you might expect WHO to get 25% of the audience in these nine counties. The 1947 Iowa Radio Audience Survey shows, from 5:00 a.m. through 6:00 p.m., WHO's 9-county *average percentage of all radio listening is 66.4%*!

There is only one answer to such listener-preference. That answer is *Top-Notch Programming—Outstanding Public Service*. Write for your copy of the 1947 Iowa Radio Audience Survey and see for yourself.

*At the time of the 1947 Iowa Radio Audience Survey—May, 1947.



LEWIS FERDINAND
MICHENER



WHO

for Iowa PLUS +

DES MOINES 50,000 WATTS

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager

FREE & PETERS, INC., National Representatives

IMPORTANT IN ST. LOUIS



THIRD LARGEST U. S. TRUCKING CENTER

You feel the pulse beat of giant American industry in BIG St. Louis! Raw materials and finished products surge into the arteries of the nation from the great city on the Mississippi . . . by water, air, rail and truck. St. Louis is not only 2nd largest U. S. rail center; it is 3rd largest U. S. trucking center. More than 275 trucking lines connect St. Louis with 25,000 cities in 45 states.



THE ST. LOUIS STAR-TIMES

The St. Louis Star-Times speaks confidently to the big million-and-a-half person St. Louis market because it enjoys the confidence of over 176,000 reader families daily. With its circulation 84.5% concentrated in the rich St. Louis retail trading zone, The Star-Times is the lower-cost and higher-results medium necessary to successful advertising plans in BIG St. Louis!

For A Complete Selling Job
In Big St. Louis You Need
THE ST. LOUIS STAR-TIMES

Represented nationally by the Geo. A. McDevitt Co.



Let's be practical—Bread is still the Staff of Life. Through wars, depression, inflation, all the self-inflicted ills the human race is heir to, Bread remains the most economical, nutritious, basic food of the universe. In this crisis, as in those past, the baker will bake his loaf. The Baking Industry needs the continued cooperation of makers of equipment and all types of ingredients to produce the best possible bakery products at the lowest possible cost.

A Stable Market, Today—In this era of confusion, the Baking Industry is, as always, stable and dependable. Every baker continues to produce the highest quality and most nutritious products with the ingredients at hand. Every baker continues, likewise, to produce bakery products at the lowest possible cost consistent with quality.

The Search for Improvement Goes On—A study of the editorial contents of Bakers Weekly is a competent guide as to what interests bakers today. They want the practical help of the Bakers Weekly large, full-time Editorial Staff and the services of the Laboratory and Experimental Bakery. Here is guidance on both method and material. Note the other editorial features—covering a broad scope—from production to sales and distribution. Advertisers in Bakers Weekly also cover the bakers' demonstrated interest in equipment, ingredients, methods, and distribution facilities for their products.

Less than 10,000 Bakers Do More Than 90% of the Volume—Bakers Weekly provides a careful selection of able-to-buy bakers. As careful a selection in its circulation policy as an

advertiser exercises in the choice of his own prospect list for personal or direct mail call.

As in many industries, a relatively small segment does the bulk of the business—an automatic selection of prime prospects. For example, here is how buying power is concentrated: The 1939 Census listed 18,399 bakeries doing over \$5,000 per year. A 1945 Department of Labor study showed 3,590 with 8 or more employees. The Department of Commerce estimated in September, 1947, that 9,000 bakers do 80% of the business. Geographically, also, bakers are concentrated. It is estimated that 70% of the baking business is done in just 14 states.

Selection of Your Best Prospects—Bakers Weekly, following its highly selective policy, delivers well over 13,000 net paid (ABC) for intensive coverage of and penetration in the 10,000 bakeries which do over 90% of the total volume.

This Industry Is Worth Your Best Sales Effort, Now—The Baking Industry continues to be a receptive market for those who can aid in producing the best possible bakery products at the lowest possible cost.

Send for this new study of the Baking Industry...



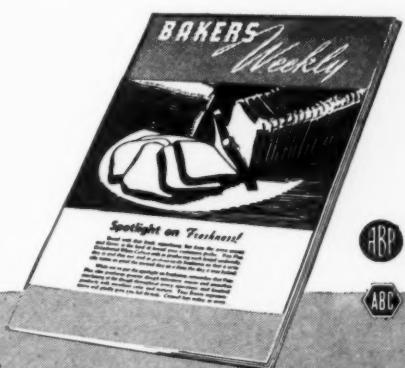
A new Bakers Weekly study supplies manufacturers with a complete analysis of the Baking Industry; how it is organized, how it buys, how it merchandises its products, and how to sell to bakers.

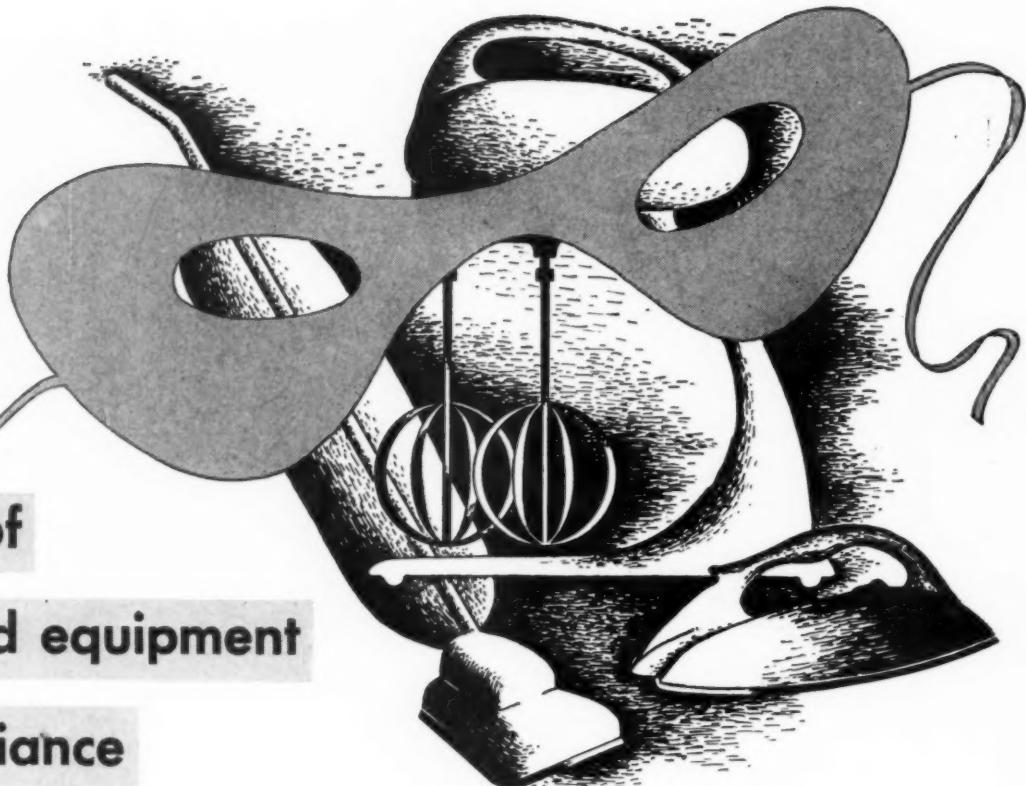
This new free book can be helpful to manufacturers and their agencies interested in selling to large combination bakeries, wholesale bakers, and retail bakers.

THE BUSINESS MAGAZINE OF THE BAKING INDUSTRY

45 West 45th St., New York 19, N. Y. • 360 North Michigan Ave., Chicago 1, Ill.

AMERICAN TRADE PUBLISHING CO., INC., PUBLISHERS OF BAKERS WEEKLY AND THE CRACKER BAKER





ended!

the

**mystery of
household equipment
and appliance
brand buying**

You need market facts to make the most effective use of your advertising space. That's why, for the fifth time since 1938, we've conducted an edition of the New York Herald Tribune Continuing Home Study. It is the accurate record of our readers' earning and spending, living and shopping habits during 1947. Ready now is the report on "Household Equipment and Appliances bought by New York Herald Tribune families—1944-1947." Reveals the kinds of equipment owned and a report on ownership by items and brands. For the story on your product, address: New York Herald Tribune, Research Department E., 230 West 41st Street, New York 18, N. Y.



NEW YORK
Herald Tribune

Continuing Home Study (5th Edition)

NEWS REEL



GENERAL ELECTRIC X-RAY CORP.:

W. S. Kendrick (left), vice-president in charge of sales for 25 years, joins president's staff to handle special assignments; John H. Smith (right) vice-president of newly created Marketing Division.



E. HAMILTON CAMPBELL

Manager of the Advertising and Sales Promotion Department for Rex Cole, Inc., prior to the war, is named vice-president in charge of merchandising.



ROY H. WARMEE

Former sales promotion manager of the Minneapolis-Honeywell Regulator Co., is appointed sales manager of the company's Moduflow Division.



McKESSON & ROBBINS, INC.

Charles T. Lipscomb, Jr. (left), is appointed vice-president in charge of drug sales, and I. H. Bander (right), to new position of vice-president in charge of coordinating drug sales and buying activities.



EDWIN R. MAIZE, JR.

Former vice-president of Beacon Products, Inc., is named general sales and advertising manager of all products and divisions of the H. Baron & Co., Inc.



J. H. TOWNSEND

Newly named sales manager of The Silex Co., who joined the company in 1944 after 22 years of conducting sales operations in the public utility field.



KGO at 50,000 Watts

***Most Powerful Station
On Pacific Coast!***

The new KGO transmitter, on the air December 1, emits a signal of *well over 100,000 watts* in the San Francisco Bay area! Thus, it completely **BLANKETS** one of the nation's richest, most important markets.

In addition, literally thousands of *new* radio families all over the West Coast can now tune in this great new station. Its signal extends all the way from the Columbia River to the Mexican border.

Don't overlook KGO in YOUR spot sales plans for 1948! And don't delay—because time on the West Coast's most powerful station won't wait! Call the ABC representative in *your* city—*today*.

ABC SPOT SALES DIVISION

American Broadcasting Company

16

SALES MANAGEMENT

New Orleans Is a High-Spot City
—The South's Greatest Market

ADVERTISING DOLLARS BUY MORE IN THE *New* NEW ORLEANS

**NEW ORLEANS is fifth in the nation
in retail gains, September, 1947, over
September, 1939***

**NEW ORLEANS is the fastest-growing
port in the nation in tonnage handled****

**NEW ORLEANS is holding wartime
gains in both retail and wholesale
trade . . . ahead of the national aver-
age by a wide margin*****

*Sales Management Magazine Monthly Index

**Department of Commerce Figures

***Dun's Statistical Review



**The Times-Picayune
NEW ORLEANS STATES**



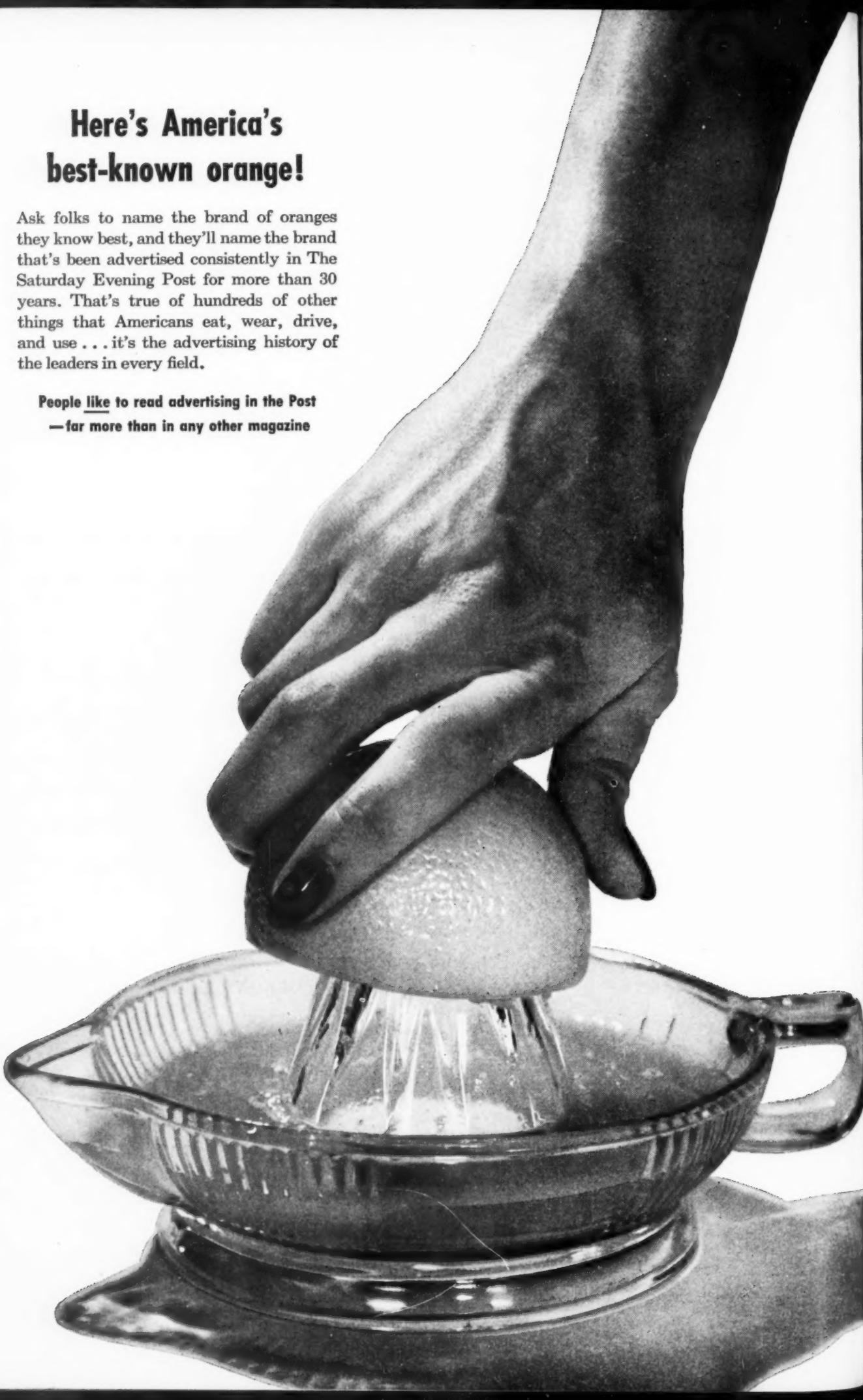
OVER A QUARTER MILLION CIRCULATION

DECEMBER 15, 1947

Here's America's best-known orange!

Ask folks to name the brand of oranges they know best, and they'll name the brand that's been advertised consistently in The Saturday Evening Post for more than 30 years. That's true of hundreds of other things that Americans eat, wear, drive, and use . . . it's the advertising history of the leaders in every field.

**People like to read advertising in the Post
—far more than in any other magazine**





Money grows on trees!

On clean garden plots, sow choice imported seeds of Norway spruce, red and Scotch pines . . . cover with a half-inch of fresh deep dug sand. After two years, transplant the tiny seedling . . . and again after four. In eleven more years, you have marketable Christmas trees!

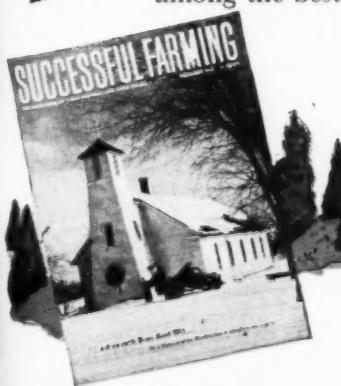
Menno Gerber, of Wayne County, O., began to grow evergreens in 1914, became expert by trial and error . . . fights weeds, fire, blight, drought and pilferage . . . waits 15 years for a crop to mature! But now has 10,000 trees for market every season, averaged \$1.25 each last year . . . grosses a comfortable income from only 70 of his 185 acres!

The successful farmer today, like any other business man, develops specialties, diversified with off-season sellers. As an instance, read "Let Christmas Trees Pay Your Holiday Bills" . . . page 40, December **SUCCESSFUL FARMING**.



Let 'Em Eat Hay . . . is the grain saving recipe of Jess Boatman, who feeds steers for market (at 1,100 lbs., averages 425 lbs. of beef . . .) with grass, hay, 200 lbs. of mineral supplements and *only* 20 bu. of corn-and-cob meal! . . . "Gets More Beef from Less Corn", page 26.

Outfoxing Foxtail . . . With fog machines, planes, converted potato sprayers . . . a group of Nebraska farmers covered 50,000 acres of corn with 2,4-D . . . killed off weed pests at record low costs! . . . See "Cheapest Way to Kill Weeds", page 24.



Most missed market . . . National magazines and networks spread lightly over the nation's best farm market in the 15 Heart States . . . penetrated deeply *only* by **SUCCESSFUL FARMING** with more than 1,200,000 circulation, concentrated among the best farm families, with the best soil, best brains, best methods . . . average 1946 gross, \$7,860 (excluding government payments) . . . \$3,252 above the U. S. average!

With check books bulging, savings of six peak years . . . SF readers are the best class market in the U. S. No advertising schedule is adequate . . . without this market and medium! Full facts, any office . . . **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, San Francisco, Cleveland, Detroit, Atlanta, Los Angeles.

How
about
a speaker
for your
next
meeting?

This
dynamic
• Speaker
• Author
• Publicist
• Counselor

with an international reputation and 25-year vital business background is at your service.

Counseling either in person or by airmail anywhere on the American Continent!

HARRY SIMMONS
Management Consultant
Hotel Beacon, 2130 Broadway
New York 23, N. Y.

NOW! 250
out of every 1,000
SoundScribers
are going to users
who want more of them

Here's why:

1. SoundScriber electronic disc dictating and recording machine has quickly saved its modest cost in hundreds of applications for its many thousands of owners.
2. SoundScriber has proved that it cuts costs, makes work easier for everybody, reduces overtime, and speeds correspondence through the office.
3. SoundScriber has proved—year after year—that it is rugged and dependable.
4. Get all the facts—all the proof—on SoundScriber—and its revolutionary contribution to modern business communication. Return the coupon now!



The **SOUNDScriber CORP.**,
Dept. SM-12, New Haven 4, Conn.

Please send all the facts about SoundScriber.

NAME _____

ADDRESS _____

CITY _____

STATE _____

THE Scratch Pad

BY T. HARRY THOMPSON

The scissors-grinder's version: 8 more sharpen days till Christmas.

I've about run the course on that sort of thing. Over the last several years, we've had shipping-days, shaping-days, sheepling-days, chopping-days, and now sharpen days. I can't think of another one.

Allan Converse thinks the column might be interested in a new switch on an old Kipling line: "A rag, a bone, and Hank O'Hare."

Tessie O'Paque says malaria is no problem if you remember your Latin, like say *sine quinque*.

Nrr—"Did Rembrandt have a dog?"
Wit—"Yeah; painters' collie."

Aside to Bill Kelly, of *The American Magazine*: Thanks for those good-looking and practical Tupper-Seal bowls for the refrigerator. The red and the blue are reminiscent of those big, glass urns they used to have in drugstore windows.

Martin Olsen sends a simile: "As useless as the razor-blade slot in the medicine-cabinet of a man who is slave to an electric razor."

What ever became of those cute little bottles of Windex, with the squeeze-bulb atomizer right on them? I like the stuff for cleaning my glasses, but had to buy a big bottle *sans* atomizer.

I see by the papers that *Holiday* will now accept likker advertising. Never underestimate the power of a nice, fat contract.

My Philco Television Receiver came today. Whee!

Since we'll all probably listen to the political windjamming next year,

it will be fun to see the goings-on by television. Not to mention the basketball, boxing, newsreels, fashion-shows, and travelogs available in the meantime. Don't wait for television, say I. Don't put it off . . . put it in.

HEADLINE PARADE

Big Butter and Egg Van.—*Fruehauf Trailers*.

Even a bucket has to wash behind the ears!—*Penn Salt*.

Betner protection for Borden's flavor.—*Betner Bags*.

Why did Berlioz choose the Steinway? Here's a light for store eyes!—*Sylvania Fluorescent Lamps*.

Y-a-w-n-i-n-g at Dawning?—*Ostermoor Mattresses*.

Where Winter is Welcome!—*Sun Valley*.

Whether she's 1, 21, or simply not telling . . . she was made for Yolande Handmades.

If the trend continues, we may rename the place: "The United States of Automatica."

P. K. Thomajan sends a copy of *Bettman Pictorial*, a new publication he has created for the Bettman Archive, New York, that storehouse of photographic Americana so necessary to the advertising profession on occasion. Typical Thomajantic is the caption for an old-fashioned gal sitting in an old-fashioned bathtub: "An Eyeland of Beauty."

Nrr—"You say you're mentioned in his will?"

Wit—"Nothing to get excited about. Sort of an Honorable Mention."

In case any fellow scrivener cares, Kee Lox is the only carbon paper I have ever found that enables my Remington Noiseless portable to make legible copies.

Hollywood scenarists, going back even to the silent-screen days, seem to love nothing better than to shoot scenes of the gaming-tables, especially at places like Monte Carlo. No such scene is complete without the word *croupier*.

Which reminds me of a rather pointless story that, nevertheless, always gave me a smile. Annie, an unlettered maid, asks her mistress to write a letter for her to her husband. "What do you want to say to him, Annie?", asked the madam. "I don't rightly care," replied Annie, "so long as you use that word, 'however'."

Webb Young, the neckwear man, is a tie-coon, obviously.

How many shoes must an agency wear?

■ A successful advertising agency must have a unique ability to put itself into somebody else's shoes . . .



■ Into the shoes of a woman buying a mattress . . .



■ Or a small boy buying a bar of candy . . .



■ Into the shoes of a department store salesgirl . . .



■ Or a jobber's routeman . . .



■ Or a production line worker

FOR, to produce consistently effective advertising, it must know how all these people—and many more—think and feel.

Acquiring this vital information calls for a Research Department

which is experienced, expert in the newest and best techniques—and with enough man power to do a job.

In this respect, we think Y&R's facilities are unmatched in the advertising field.

YOUNG & RUBICAM, INC., ADVERTISING

New York Chicago Detroit San Francisco Hollywood Montreal Toronto Mexico City London

DECEMBER 15, 1947

You are part of A SELECTED AUDIENCE

91.2 per cent of SALES MANAGEMENT's total net paid circulation (12,516 on latest ABC statement) is made up of mail subscriptions entered singly by individuals. There is nothing hit-or-miss about SALES MANAGEMENT's subscription policy. These subscribers are selected for their importance to our advertisers and secured entirely by sales letters based on editorial content.

Sales MANAGEMENT

edited for Top Management

where it really counts —

the Top Management of Marketing

New York

Chicago

Santa Barbara

Aside to Henry Obermeyer and Frank Brown: The column is poorer by the absence of your nifties. However, I'm glad you're busy.

Our more-or-less planned society cramped many a copywriter's style by substituting "included without charge" for the good, old word "free."

Revised Version: "There's No Place Like Home . . . If You Can Find One."

The very day after a DC-6 crashed in the West with a loss of 52 lives, I heard a commercial on a local station praising these new "ships," saying something about "Best to the West." What can an airline advertiser say in his copy after a crash?

The insipid Tessie O'Paque thinks the "New Look" is promotion for a well-known pictorial magazine.

High prices or not, retail sales are expected to smash all records this month.

My old alma mater, N. W. Ayer, has established "a copywriting course for employees." Many an agency of my acquaintance could use a copywriting course. And for copywriters, not clerks and stenographers.

I meant to ask somebody at the ABA Convention last summer whether "Rand McNally" is two persons, or if "Rand" was McNally's first name. I really don't know.

Retail sales would be even better this month if everybody with a pre-war radio would give it to some worthy family and replace it with a post-war set. In tone and appearance, the new sets are worth their cost on a replacement-basis.

The Winston-Salem *Journal* went all-out with this headline: "Department of Eggiculture's Eggsperts Eggsplain Eggcitemen about Hens, Eggs."

The United States Brewers Foundation tells us that the word *bridal* was originally *bride-ale*. A small coffin, of course, is still a *short bier*.

Wonder what the mattress union does about feather-bedding?

Merry Christmas, you-all!

SALES MANAGEMENT



FEARFUL MOMENT! WHATEVER HAS HAPPENED TO
OXFORD OUTPUT—THE MILL USED ONLY 499,998
KILOWATT-HOURS OF ELECTRICITY THIS DAY
INSTEAD OF THE USUAL 500,000 KILOWATT-HOURS!

IN making over 1,000 miles of quality paper a day, the Oxford plant uses enough electrical power to supply a city of more than 250,000 people. A lot of power!

Typically, Oxford produces all this electricity in its own hydroelectric and power plants. It is another major example of Oxford's completeness of operation.

Every step of papermaking, from beginning to end, is directly under Oxford's control. From wood to finished paper, product quality is considered in each operation.

Consequently Oxford can set high quality standards and maintain them. In fact, over 5,000 separate laboratory tests for quality are made during each day's output—thus supplementing the skill and know-how of Oxford's

veteran papermakers.

To the user of Oxford Quality Papers this completeness and scrupulous care mean quality, uniformity and reliability of service.



Included in Oxford's line of quality printing and label papers are: ENAMEL-COATED—Polar Superfine, Maineflex, Maineflex C1S Litho, Mainefold and White Seal; UNCOATED—Engravatone, Carfax, Aquaset Offset, Duplex Label and Oxford Super, English Finish and Antique.

OXFORD PAPER COMPANY

230 PARK AVENUE, NEW YORK 17, N. Y.

MILLS at Rumford, Maine
and West Carrollton, Ohio

WESTERN SALES OFFICE:
35 East Wacker Drive, Chicago 1, Ill.

DISTRIBUTORS
in 48 Key Cities

DETROIT TALKS BUSINESS

... in
BILLIONS

Because of The Detroit News' thorough total coverage and the concentration of its circulation among the purchasing power homes of Detroit, it is possible to sell this market effectively through the use of The Detroit News alone. The News reaches 63% of Detroit's effective buying income and delivers 75% of its trading area circulation direct to the HOME by exclusive DETROIT NEWS carriers.

LARGEST TRADING AREA CIRCULATION
WEEKDAYS AND SUNDAY IN MICHIGAN

National Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11



Retail sales in Wayne County alone, just one of the six counties comprising the Detroit retail trading area, were well over one billion dollars for the first half of 1947. Sales for the second half will be even greater, making Detroit a multi-billion dollar market. With employment and payrolls continuing at peacetime highs . . . and with demand for Detroit's shiny new autos showing no signs of slackening . . . Detroit's future as a giant market is an outstanding bright-spot on the horizon..



Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV
SALES MANAGEMENT



"And this is our Family library..."

Sure, maybe we have exaggerated a little—some families probably don't hoard their copies of *The Boston Globe* more than a year. But you can bet a codfish cake to a dollar that in hundreds of thousands of Greater Boston homes each and every member of the family reads and relies on *The Globe* seven days a week! Why? Simply because this great newspaper gives its readers what they want... *complete news coverage, top columnists, "personalized" household pages, a big comic section and Boston's favorite sports section*. In other words *The Boston Globe* has what it takes to make it Boston's best-read *family news-*

paper and Boston's best buy.

Smart advertisers who use *The Globe* also know it's the *only* Boston newspaper with consistently strong circulation *seven days a week* (Sunday circulation increases 7.3% in the fifteen mile heart of the market area). They know too that *The Boston Globe* is the *only* newspaper in this (\$2,000,000,000) market with the same columnists, editorials, features, comics and household page *morning and evening*. The result: minimum duplication, maximum family coverage in the home where sales are made.

Yes, Boston's *best-read* is certainly Boston's *best buy*!

The Boston Globe

MORNING • EVENING • SUNDAY

National Representatives: J. B. Woodward, Inc., New York, San Francisco, Los Angeles Osborn, Scolaro, Meeker & Co., Chicago, Detroit

*Get this **NEW***

Pittsburgh Press MARKET DATA BOOK

**Crammed with POST-WAR
facts and figures about
a 3 billion dollar market**



Pittsburgh is an even more dazzling market now than before the war. We think all advertisers should know it.

So we collected hundreds of basic facts about *post-war* Pittsburgh—facts that advertising and sales executives need. We crammed them into an 8½" x 11" book. We included a 23" x 35" map of shopping areas in Allegheny County, as well as market statistics of the eight counties (effective buying income, three billion dollars) where 80% of the Pittsburgh district's money is spent... and where The Press is No. 1 newspaper by a wide margin.

Because The Press concentrates its readership where buying is heaviest, it has led all other Pittsburgh papers in general, automotive, retail and classified lineage for 40 years. Press market data has paced Press advertising. You get the benefit of The Press's leadership in this new Pittsburgh Press Market Data Book. Your Press Representative* will be glad to show it to you. Call him or write.

**All Scripps-Howard Representatives are Press Representatives.*

PARTIAL CONTENTS OF THE PITTSBURGH MARKET DATA BOOK

Description and map of Pittsburgh Market—50 market measures for Allegheny County and Retail Trade Area—45 industrial plants employing over 1,000 workers—Important retailers, wholesalers, distributors—Other important buyers—Shopping districts—and many other important facts.

The Pittsburgh Press

Represented by the National Advertising Department,
Scripps-Howard Newspapers,
230 Park Avenue, New York
City. Offices in Chicago, Cincinnati, Detroit, Fort Worth,
Philadelphia, San Francisco.



No. 1 IN PITTSBURGH—IN CITY CIRCULATION—IN CLASSIFIED ADVERTISING—IN RETAIL ADVERTISING—IN GENERAL ADVERTISING—IN TOTAL ADVERTISING.

OUT OF THE HORSE'S MOUTH by Fritz



If you, too, missed the news that Baltimore is 57,620* families bigger, get wise:

Now more than ever, to cover bigger Baltimore, you need the biggest paper — 194,063 City Zone circulation among 321,158 families, and the News-Post total circulation is 221,127.

*Sources: Director of Statistical Section, Baltimore City Health Department; Building Engineer, Baltimore County; Supervisors of Assessments, Howard and Anne Arundel Counties.

FOR 1947, MORE THAN EVER, IT'S THE

Baltimore News-Post

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE
DECEMBER 15, 1947

How to Get a Man In the Mood For Business!

BY JOSEPH J. HARTIGAN

V-P and Media Director
Campbell-Ewald Co. (Detroit)

Any salesman knows enough to watch carefully the moods of his customer. He won't bring up shop-talk when he's out to lunch with the man. He'll let the customer himself pick the time for talking business.

Media men, too, know that it pays to catch a business man in the right frame of mind for talking shop. They pick a medium which the customer himself picks for reading about business.

The general business magazines are just about tops for this purpose. Not only does this media group give you business men in the "mood" . . . it also gives them to you in the "mass." You reach the top executives from coast to coast.

One convenient media package gives you the attention and understanding of the nation's entire business community. Even the rare business man you *don't* reach will probably be influenced by some associate or friend who *does* read a general business magazine.

It doesn't cost you too much, either. The page rates are quite reasonable, considering that you get over a million circulation by using leading publications in the field.

When more business men understand its true effectiveness and economy . . . there will be more advertising to other business men in the "mass" when they're in the "mood."

* * *

This column is sponsored by *Nation's Business* to promote the use of a "mass technique" in selling the business market of America.

Four leading general business magazines offer you in 1948 a combined circulation of 1,310,000 executive subscribers, over 15 million pages a year on 12-13 time schedule. The combined rate for a black-and-white page in all four papers is only about \$9,725.

Net Paid B&W

Circulation page

Nation's Business . . .	600,000	\$3,000
United States News . . .	300,000	2,400
Fortune	235,000	2,750
Business Week	175,000	1,575

We'll be glad to give you case histories of advertisers who have found such "mass" selling profitable. *Nation's Business*, Washington, D. C.

(advertisement)

WASHINGTON BULLETIN BOARD

Clear Track Ahead

Is there any sign of a turn-down in "all-time-high" figures?

The country's high production, employment and consumption, three factors which previously were considered all that was necessary for national prosperity, are at an all-time high (war production excepted) Ewan Clague, United States Bureau of Labor Statistics, reports. He adds that he sees nothing to indicate any early turn-down in his figures.

"Employment is at an all-time high," Mr. Clague reports. "An expansion of production, which even now is less than at the wartime peak, is still possible. Unemployment is just about as low as it can get. The total unemployment of 1,700,000 is much below normal for peacetime, and a large part is due to normal turnover, although probably a fourth of it is due to inability of some overage groups to get jobs.

"Purchasing power is a little higher than in 1939, although each general rise in wages has been accompanied by a rise in prices."

According to a joint forecast by the Bureau of Labor Statistics and the Commerce Department, the physical volume of new construction will be about 10% greater next year than in 1947.

Retail Space Pinch

When will the "for rent" signs appear on Retail Row?

Ninety per cent of the cities of the country have a shortage of retail business space, the National Association of Real Estate Boards announces, thus substantiating Washington warnings of a continued lack of space for retail sales expansion. Next year, however, astute predictions call for a higher retail mortality rate through the bankruptcy route.

Retail buildings for sale are getting scarcer. Lack of listings has cut down sales volume in 30% of the cities, while sales have showed an increase in only 18% of the cities in the past year.

People buying farms primarily for residences, expecting to keep a city

job and do part-time farming, are an important factor in the present farm land market, the survey shows. Part-time farmers now make up 21% of today's farm buyers.

Co-ops Under Pressure

What's happening on removal of tax exemptions from co-ops, etc?

In the next regular session of Congress, considerable time will be given to the matter of tax-exempt organizations which engage in business in competition with tax-paying business enterprise.

The House Ways and Means Committee has concluded its hearings on co-operatives. Thus far, 31 witnesses have appeared on behalf of continuing tax exemptions, and 42 witnesses have given the attitude of private business toward the need for a revision of the program.

Churches and universities which engage in business as a side-line are now about to be questioned concerning their activities, after which the investigation will study the commercial operations of tax-free foundations. It surprised many Congressmen to learn that colleges not only owned commercial real estate and buildings, but even department stores!

From the testimony on co-ops, the Congressional committee hopes to work out an acceptable formula which would distinguish between rebates which co-ops pay to their patrons as "adjustment in price" and that which represents a profit from the co-op's operation.

Another matter coming up for discussion concerns associations, clubs, chambers of commerce, etc., which publish magazines for profit and enjoy both a tax exempt status and a special postal subsidy.

Export Controls

Would greater control over exports help to keep our prices down?

Broadened controls over exports are being sought by the Commerce Department. Secretary Harriman testifying before the Congressional

SALES MANAGEMENT

HERE ARE THE FACTS ABOUT

the Plastics Industry

NEW 40-PAGE DATA FOLDER

Jam-Packed with Facts and Figures

Heretofore Unpublished

The new folder entitled "THE PLASTICS INDUSTRY — WHAT IT BUYS AND HOW TO SELL IT" will help you evaluate the plastics industry as a potential market for the products or services you offer.

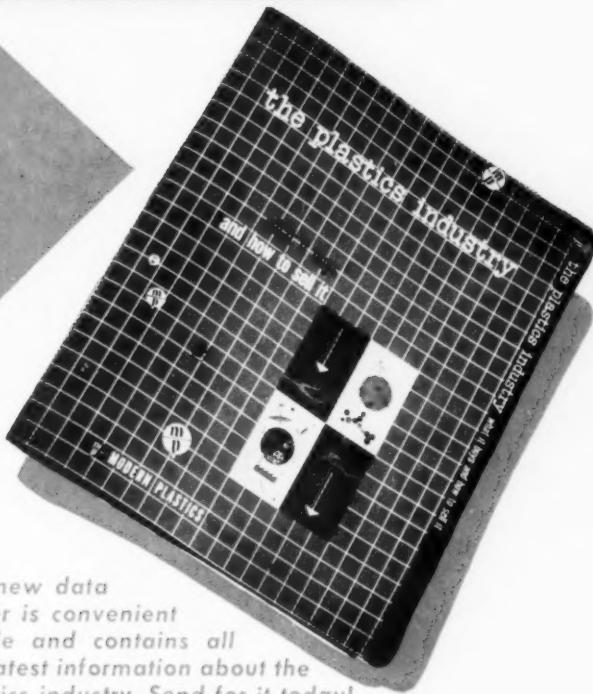
This new folder describes the characteristics of the plastics industry and defines all the branches that make it up, such as raw materials suppliers, molders, fabricators, laminators, extruders and manufacturing companies that buy plastic products. It records the continuous expansion of raw materials production from 1934 to 1946. It points out that at the end of 1946, the total demand for thermoplastic molding materials alone was 2300% above 1939.

NOTHING BUT FACTS

The new data folder contains surveys covering actual plant inventories. These surveys were over a year in preparation. 101 different types of capital equipment and the amount purchased is indicated. 43 principal items of supplies and short life equipment are contained. A complete breakdown of business papers serving the plastics industry is included. The number of advertising and editorial pages that each has published since its inception is tabulated.

TELLS HOW TO SELL THE PLASTICS INDUSTRY

There is information that describes how the various equipment is bought so that you can key your selling efforts to the needs of the industry and its various branches. There is a list of the advertising objectives that should be borne in mind when advertising to the plastics industry.



The new data folder is convenient to file and contains all the latest information about the plastics industry. Send for it today!

There is an indication of the tasks that can be accomplished through advertising.

There is information about the Modern Plastics Encyclopedia: its character, size, acceptance, growth and how this publication fits into the function of advertising to the plastics industry.

If you are exploring new markets in order to increase your sales, investigate the possibilities of the plastics industry. This data folder will give you facts that will help you make sound decisions.

Send for your copy of "THE PLASTICS INDUSTRY — WHAT IT BUYS AND HOW TO SELL IT". Fill in the coupon below, clip it to your firm letterhead and mail it to us. No obligation, of course.

Nothing as comprehensive, informative and factual has ever been published about the plastics industry.

Modern Plastics
122-M East 42nd Street
New York 17, N. Y.

Gentlemen:

Please rush my copy of your new 40-page data folder entitled "THE PLASTICS INDUSTRY — WHAT IT BUYS AND HOW TO SELL IT".

We are particularly interested in advertising

(product or service).

Name.....

Position.....

Firm.....

City..... Zone..... State.....

MODERN PLASTICS

122-M East 42nd Street

New York 17, N. Y.

The First Step to Distinctive Sales Promotion

SALES PROMOTIONS that sing require a paper that's in tune—yet sounds a different note each time. Here's where your printer comes in. He can tell you about a paper that can't be matched for distinction and versatility. He knows paper . . . handles it . . . works with it every day. He's an expert. You can take his word for it when he recommends



Rising Intralace

- ✓ New brilliant white ✓ Inexpensive ✓ 5 weights
- ✓ Distinctive pattern appearance ✓ Envelopes to match in 5 sizes
- ✓ Specially sized for offset and gravure
- Excellent printing surface for letterpress

When you want to KNOW . . . go to an expert!



Rising Papers

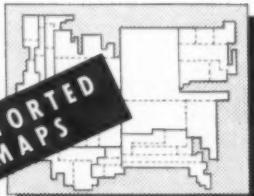
Ask your printer . . . he KNOWS paper!

Rising Paper Company, Housatonic, Mass.



ARTWORK

DISTORTED MAPS



PRODUCT
PHOTOGRAPHY

HAGSTROM'S Complete Art Services

The entire photographic and art facilities of HAGSTROM'S, New York's finest map-making establishment, are now available for general Commercial Art. Layouts and finished art work for booklets and brochures—spot illustrations—photo-retouching and hand lettering.

SPECIAL MAPS FOR ADVERTISING AND SALES EXECUTIVES

HAGSTROM'S MARKET ATLAS OF THE U. S. \$34.50*

HAGSTROM'S U. S. MARKETING CENTERS MAP 54" x 48" . . . 6.00*

HAGSTROM'S INDUSTRIAL TRADING AREA MAP 64" x 44" . . . 12.50*

*FOB 20 VESEY ST., N. Y.

Phone or Write

HAGSTROM'S

COrland 7-8790

20 VESEY STREET • DEPT. S-6 • NEW YORK 7, N. Y.

Joint Committee on the Economic Report, said: "There is a tendency for inflated world prices of commodities to infiltrate into the domestic economy. Foreign purchasers are often willing to pay prices substantially above the domestic price of scarce materials.

Exporters are therefore in position to sell them at excessive prices and hence to pay excessive prices for their supplies, thus bidding the available supplies away."

He also contended that export controls would help out the Marshall Plan program, in that they permit the Government to channel scarce goods to the European nations where the need is greatest, instead of letting them flow to other countries where they are less essential.

Other Government officials report that exporters are strongly opposed to suggestions that the Government be given power to fix prices on goods shipped out of the country.

Protection for Small Enterprisers

Will the "small business" movement end up with the Government requiring distribution of goods, even though in small quantities, to "small business" firms?

There is a trend in this direction which should be watched carefully. Some such policy may come in through the side door of tax legislation, or relegation of supervisory controls to some existing governmental agency such as the Federal Trade Commission. There has been a long build-up of psychology for "small business" protection—fanned by the general sentiment to protect "G.I.'s" going into business.

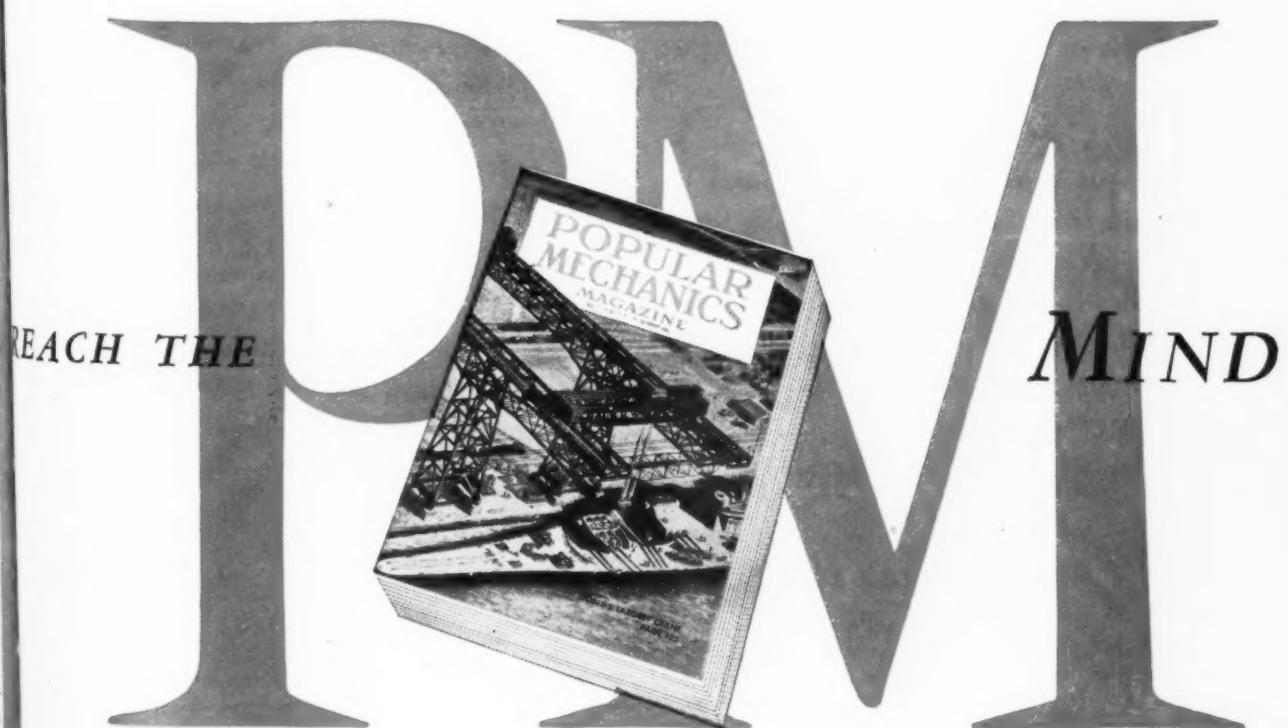
Most outstanding is the recent report of the Department of Commerce's Small Business Advisory Committee which recommended legislation empowering the Federal Trade Commission to place limitations on "sellers who require purchases of commodities in such excessive quantities that small enterprises are unable to purchase from them."

The same report suggested tax policies slanted to help "small business" and included a recommendation for "equal treatment of co-operatives and other tax-exempt enterprises when they are in competition with private tax-producing enterprises."

Any small business tax legislation attached to such a controversial issue as the co-operative campaign had better be watched closely for loopholes.

Your advertising gets more readers
per thousand circulation in POPULAR
MECHANICS because our readers—hav-
ing the P.M. Mind—read ads deliberately.

TO SELL ANYTHING MEN BUY...





ACB Services keep sales executives in touch with remote dealer situations

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ACB Newspaper Research Reports submit evi-

dence on such points as . . . is your advertising too light for the job, or, unnecessarily heavy . . . are your dealers cooperating . . . "pricings" . . . and a multitude of other facts from which accurate deductions can be made.

ACB Dealer Tie-in Reports enable the home office to direct a salesman to where he is most needed . . . sends the salesman into the dealer's store with undisputable local facts pertaining to your brand. They may be ordered sectionally or nationwide—periodically or continuously.

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Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

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ACB

The

**ADVERTISING
CHECKING BUREAU
INC.**





the new
RCA "400"
has everything you want
in a 16mm Projector

Brighter pictures on the screen. Better sound reproduction. Easier operation. That's what you get when you buy the new RCA "400" 16mm Projector.

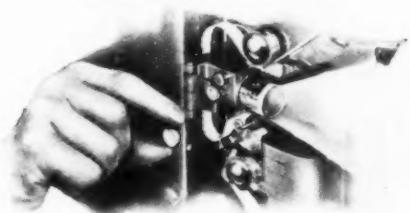
- **The Projector.** It is easy to operate because all controls are centrally located and plainly marked on the operating side. The true optical-axis system, coated 2-inch F 1.6 lens, 750-watt or 1000-watt lamp projects your full-color or black-and-white films at their brilliant best.
- **The Amplifier.** Special RCA design for full tonal range of music and natural timbre of voice. You hear a whisper or a full orchestra with equal realism.
- **The Speaker.** Engineered specially for 16mm sound. It delivers high quality sound reproduction regardless of speaker location.

SEE IT . . . HEAR IT . . . with your own films. Compare the RCA "400" with any other projector. Available in two models—sound speed only or sound and silent speeds.

For illustrated brochure and name of nearest dealer, write: *16mm Motion Picture Equipment, Dept. 72-L, Radio Corporation of America, Camden, N.J.*

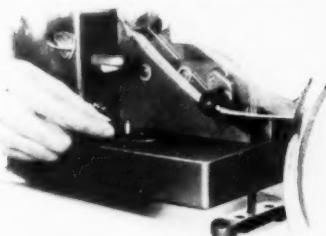
FIRST IN SOUND . . . FINEST IN PROJECTION

THEATRICAL FRAMING



Framing adjustments do not disturb picture or optical alignment. You give professional quality showings.

FINGER-TIP TILT CONTROL



Just turn the tilt control to lower or raise the projector. It's quick, accurate and effortless.

16mm MOTION PICTURE EQUIPMENT
RADIO CORPORATION of AMERICA
ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N.J.

In Canada: **RCA VICTOR Company Limited, Montreal**





Whether They Ride Home in an Elevator or in a Station Wagon—

Penthouse perspective or down-to-earth understanding . . . you'll find the same enlightened outlook in the same kind of alert, successful people the country over.

One sure guide to these people, leaders in influence and affluence, is their readership of news magazines.

PATHFINDER is bought by one-third of all the families who take news magazines today. They depend on **PATHFINDER** for sane, salty but ungarbled news reports.

PATHFINDER is a direct approach to leading people in the important Main Street towns—

the trading centers for some of America's richest communities, where more than half of the nation's retail buying power is found.

Have you seen the new **PATHFINDER** story? Just 'phone or drop us a line, at Washington Square, Philadelphia—or at our office in New York, Chicago, Detroit, Cleveland, or Los Angeles.



FARM JOURNAL INC., also publishers of FARM JOURNAL—*BIGGEST in the country*. GRAHAM PATTERSON, President
SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending December 15, 1947

DON'T SELL CANADA SHORT

Our most lucrative export market has been Canada, and SM thinks that in the *long run future* Canada will be even *more* important as a market for our goods and as a source of many things which we need here. Temporarily it is not going to be a good market for our goods. Canada has been forced to put in an "austerity" program of its own, but may not enforce it to the hilt.

Normally Canada buys much more from us than she sells to us, the ratio being roughly 2 to 1. She has balanced her books by selling to European countries, and particularly to the mother country. With present restrictions abroad, she can no longer balance her exports and imports by normal trade.

There are a lot of angles to the present Canadian embargo on American goods, particularly on what the Canadians consider as luxury goods. Informants tell us that the embargo is intended to increase the Canadian supply of U.S. dollars and also to create a favorable climate here for a Canadian loan. The plan ties in with the over-all British policy of checking rising prices in the United States through curtailing purchases.

This plan has great significance to American marketing executives because it increases the supply of goods available for distribution in this country and every sales manager will be affected directly or indirectly. We are going to have to sell more goods to our own people.

Can we do this and can we do it without slashing

prices? British economists expect that our prices will break next year. Many domestic economists and businessmen are beginning to follow the same line of thinking. Naturally the rest of the world *hopes* that prices will come down here because then they will be able to buy more units with their dollars.

A situation with Canada which looks very bad now may turn for the better with startling suddenness. Not only do the peoples of the two countries need each other and understand each other but there are forces at work within the Government which point toward a truly revolutionary development in economic relations. We are informed by seemingly reliable sources that the groundwork has been prepared in Ottawa and Washington for a removal of *all* customs on products originating in either country. If this should go through—and the chances seem to be better than fair—it would mean that selling to people in Montreal and Vancouver would be just as simple as selling to Atlanta and San Francisco.

SALES MANAGEMENT is very bullish about Canada, despite the temporary difficulties, and our May 10, 1948, *Survey of Buying Power* will again have a Canadian section giving precisely the same information as it gives for U.S.A. states, counties and cities.

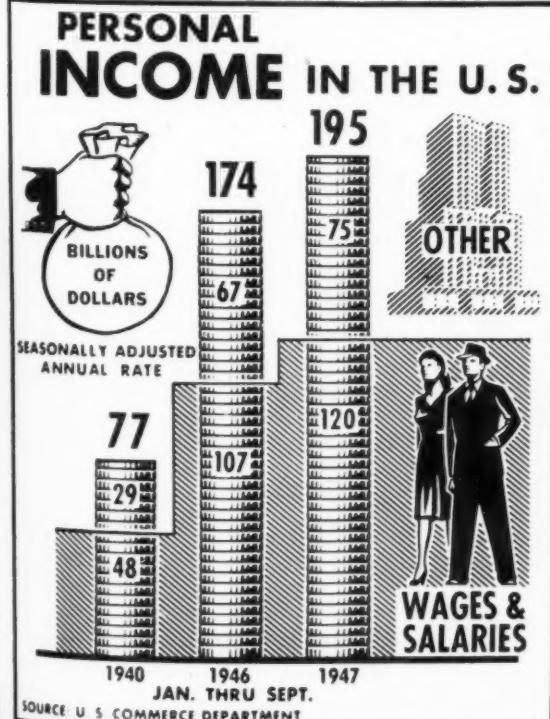
Under the current restrictions, certain American publications have free entry into Canada, while others are banned. See *Media and Agency*, page 138 this issue for an analysis of that situation.

WATCH YOUR DISCOUNTS

As pointed out on page 36 of the December 1 issue, the Federal Trade Commission is launched on a strict enforcement policy of the Robinson-Patman Act. The lower costs of serving big accounts justifies special allowances—but the FTC is liable to make you *prove* that the discount is justifiable. Recently the FTC cracked down on the Curtiss Candy Company, demanding that they work out proportionately equal terms for all of their customers. This is going to cause a revamping of the company's system of advertising allowances, deals, buying arrangements and exclusive selling contracts.

FTC claimed that Curtiss treated big units among drug and grocery chains, syndicates and vending machine operators as house accounts, granting them advantages not enjoyed by all customers. These so-called house customers could buy Curtiss candy bars for about a half cent less than jobbers and, so FTC charged, "in some instances it was cheaper for retailers to purchase Curtiss candy from the chain store or syndicate at 3 for 10 cents than to buy them from the jobber."

The company representatives maintained that price differentials were based on the cost of serving different types of customers, but they lost out because the Federal Trade Commission found, "they had made no actual cost surveys or study which could afford any basis for determining that such allocation on the basis of dollar sales was an accurate or true method."





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OVER 1,000,000 ALERT, NEWSMINDED
FAMILIES READ PATHFINDER TODAY



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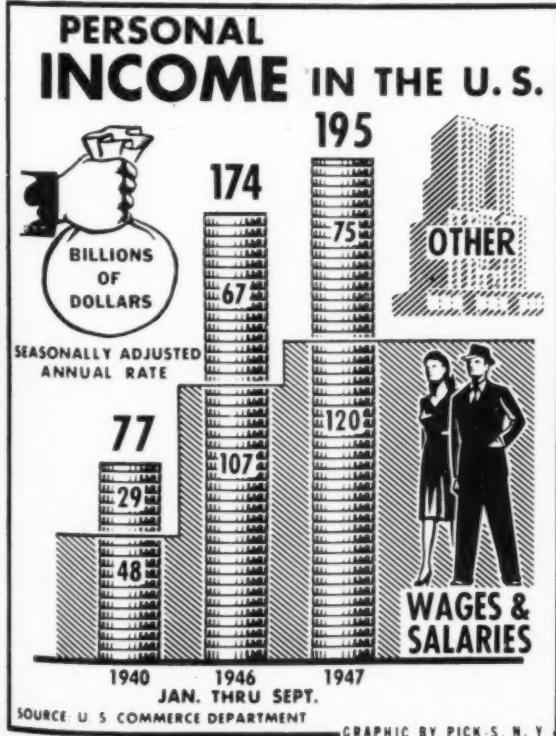
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If you want to keep out of trouble with the FTC, you *must* have actual cost figures—not guesses—to justify the varying discounts for various types of customers. When you tangle with the FTC, as it is presently constituted, you do not have any push-over as an adversary. They have the patience and the facilities for digging out the facts. They spent six years working on the Curtiss records to get the facts upon which the recent "cease and desist order" was based. They can move either on their own initiative or act on a complaint made by customers or competitors. There are enough disgruntled customers and unhappy competitors to keep them well supplied with cases for investigation!

MARKETERS MEET IN CHICAGO

Sales executives in the Middle West and others who are going to be in Chicago during the holiday season are invited to attend the national winter conference of the American Marketing Association on December 29th and 30th, in the downtown buildings of De Paul University, just off Michigan Avenue at 64 East Lake Street, Chicago.

One of the most interesting sessions for sales executives is the Tuesday morning, December 30th, meeting on the use of research in sales management, with three top-notch speakers. George S. Jones, Jr., top Servel sales boss and late president of the NFSE, will discuss "What a Sales Manager Expects from Research." Herman C. Nolen, vice-president, McKesson & Robbins, Inc., will talk on "Further Opportunities for the Use of Research in Sales Management," while Robert T. Browne, director of commercial and economic research, Pillsbury Mills, Inc., will give "A Case Report on the Use of Research by Sales Management."

And speaking of Herman Nolen of McKesson & Robbins—be sure to study the three pages of pictographs in this issue which are based upon the study of how salesmen spend their time, a survey which he supervised

for the National Wholesale Druggists' Association. That in turn reminds me of another valuable contribution to the problem of how to make the salesman more efficient in the field. The three-part article by Bill Dorr is now available in reprint form. Orders for thousands of these reprints accumulated while the articles were still running and those orders were filled last week. Both your old and your new salesmen will learn a lot from this practical analysis. We suggest that you order reprints while they are available. The series is called "How to Sell to Dealers," and the reprints are priced at 20c each.

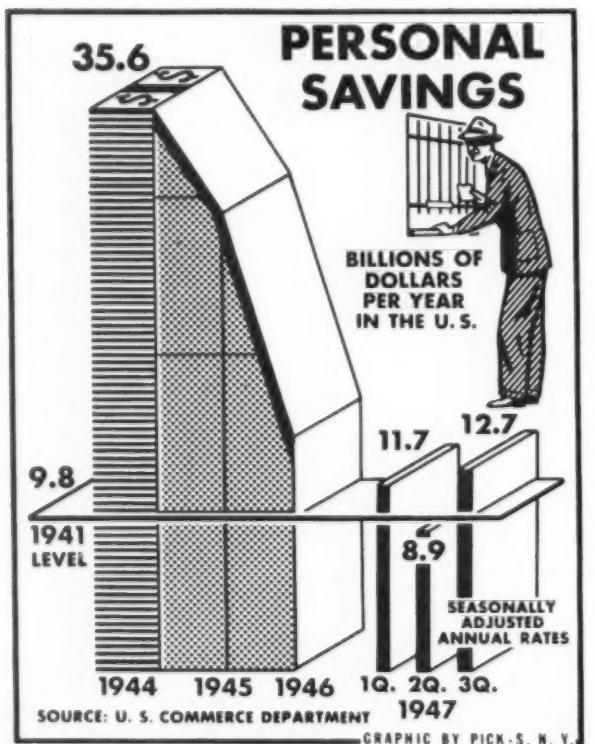
SIGNIFICANT SHORTS

Retail failures are increasing: While retail failures are less in number and in dollar volume than pre-war, the trend is definitely up. The International Statistical Bureau expects that retail failures will increase more rapidly after the turn of the year, and that the greatest increase in the number of failures will be among appliance and radio retailers. Hardware, homefurnishings and eating and drinking places will also be affected seriously. Apparel wholesalers are likely to be the most vulnerable at their level of distribution.

Ford customers design new cars: Ford has added a new wrinkle to the old idea of researching your customers and prospects to find out what kind of a product they want you to make. In the past many surveys of that kind came up with apparently valid information pointing to a demand for highest quality merchandise. But if the companies followed those recommendations, they found themselves stuck, the reason being that the family pocketbook wouldn't stretch far enough to pay for the "dream" model. Now Ford is getting hundreds of thousands of people to tell what they want in a car, but they tell people to decide first how much they are willing to pay for a new car, and then to check the features for the car which they *could* and *would* buy. On the design sheet, for example, they show 10 types and styles of bodies, ranging from \$230 to \$740; they show engines at \$230 to \$720; upholstery from \$240 to \$350; a little chrome finish at \$10 to quite a bit at \$60, etc., etc. It makes an interesting game for the car buyer and a *practical* vote for Ford.

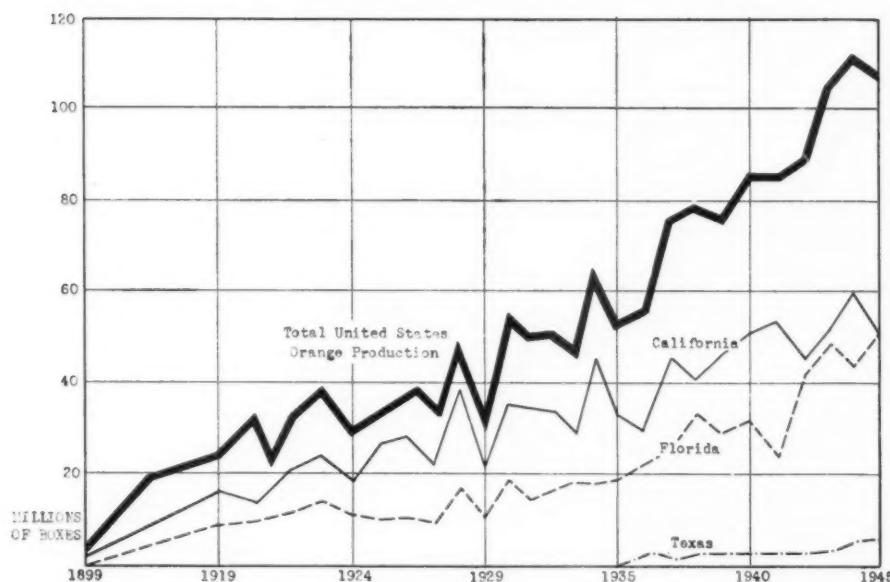
Wet vs. Drys: For the first time since the 18th Amendment was repealed in 1933, the alcoholic state of the Nation has changed for the wetter. In local elections this fall the wet gained units with a 1940 Census population of 380,852, while losing only 201,591. Distillers are especially encouraged because they turned the tide in a year in which they feel that dry forces put on the biggest campaign since repeal.

More Sales At Lower Price: Chester Bowles, head of the late OPA, told the American Marketing Association, New York Chapter, "I will gamble that a heavy proportion of the products sold today would make more money if they sold at a lower price. And I think it's high time most of our businessmen were willing to take greater risks in that direction. Risk-taking is essential to the health of our private enterprise system. Too many businessmen today, as Adam Smith said of the businessmen of his own day, are only willing to bet on a sure thing."



PHILIP SALISBURY
Editor

SALES MANAGEMENT



BY HITCHING its future to the orange production curve, Juice King's maker has set a well defined sales goal.

We Found Millions of Buyers When We Measured Our Market

Based on an interview by Lester B. Colby with **G. W. HANNEY**
Vice-President and General Sales Manager, National Die Casting Co.

National Die Casting Co. is realizing rich new sales opportunities as a result of a serious, two-year study of its market potentials. Today it has a better product, selling at a higher price—and more business than it can handle.

Months before V-J Day, National Die Casting Co., Chicago, makers of a fruit juicer for the home, became concerned about the future.

Should it add other products? Make only a juicer and concentrate on it? If so, could it be improved and the price raised to a point where, instead of being a cat-and-dog item, the dealer might find it a desirable and profitable number in his line, something to talk about and sell? Could enough volume be expected to warrant a strong national sales promotion?

A thorough-going job of market analysis provided answers to these questions. Today the company is making juicers at the rate of 50,000 a year and it cannot keep pace with demand.

National Die Casting had been making fruit juicers for nearly 15 years, except for the war period. In the beginning, it had two models

priced at \$2.19 and \$2.95. They were functional, utilitarian, and old-fashioned. The old glass reamer, usually selling at 10 cents, was considered to be the most important competitor.

In 1944 engineers were put to work to develop a juicer that would function better, and with less effort than any in the past. Designers were told they must produce one with beauty of line. It had to be so handsome that any housewife would delight in having it in her kitchen. The result: A new single-stroke Juice King in chrome and enamel.

Almost all of a home juicer's work is on oranges. So National Die began an exhaustive study of orange production, orange movement, orange sales and consumption, and everything that was known or could be found out about oranges, going well back into the history of the country. The research took in, also, the rise



and fall of the consumption of other fruits that might, in any way, effect the future demand for oranges. The work included a study of apples, bananas, peaches, grapefruit, and lemons.

Reports on the use of canned fruit juices such as orange, grapefruit, tomato, pineapple, and lemon were painstakingly compiled.

Statistics prepared by various Government bureaus, by the California Fruit Growers Exchange, the Cali-



WHAT'S IN A NAME? Displays—plus demonstrations—of this kind in department stores and shows told the story of Juice King.

ORANGE PRODUCTION

(Figures by the Thousand Boxes)

YEAR	CALIF.	FLA.	TEXAS	ARIZ.
1889	1,245	3,147	None	None
1919	16,632	8,000	9	80
1929	21,195	9,800	261	137
1939	44,404	28,000	2,360	520
1941	52,155	29,300	2,850	660
1944	58,500	46,700	4,000	1,150

holding up fairly well. January and February are only a little below the high peaks.

Experience shows that home juicers sell best in December and January. December, dealers say, for Christmas giving; in January they are bought by those who failed to get them as gifts. February is still a runner-up in sales.

Searching into the financial picture, National Die Casting executives made a study to find out how, over the years, orange production had fared in comparison with various factors governing business trends. So they correlated it with: The index of industrial production, the national income, the cost of living, Dow-Jones stocks and commercial and industrial failures. They took the 1935-1939 average and keyed it at 100. On this basis, at the end of 1945, their relative position was approximately this:

National Income	220
Index of Ind. Prod.	216
Orange Production	168
Cost of Living	138
Dow-Jones Stocks	120
Com. and Ind. Failures ..	8

river—where they had concentrated their merchandising efforts.

Many persons are living today who can remember when an orange was "what you got one of in the toe of your stocking on Christmas." We all know that oranges are much more commonly used than they were only a quarter century ago. National Die Casting executives wanted to know if the increase of production continues to grow. If so, then the demand for juicers should continue to grow.

Their figures, stretching back to 1889, tell the story. For a few "samples," see the orange production table at the top of this page.

There has been some small scattering orange production through the years in Alabama, Louisiana, and Mississippi. Total figures for the Nation show an increase from 4,392,000 boxes in 1889 to 110,710,000 in 1944, the latest figures available for the study. This seems to guarantee, then, that orange juicers for the home will continue to grow in demand.

In considering Nation-wide sales and advertising campaigns, National Die Casting executives felt that they wanted to know which are the peak months in orange sales. A study of car-lot rail shipments for the two producing years, 1943-44 and 1944-45, September 1 to August 31, revealed that the lowest rate of movement comes in September and October with the next lowest in July and August. The highest peaks are in December and March, with April

California Department of Agriculture, the Florida and Texas State Marketing services, and other sources were dug into and analyzed. SALES MANAGEMENT's Survey of Buying Power was checked against the known dollar consumption of oranges in every state in the Union.

Somewhat to the surprise of statisticians, it was found that orange sales followed very closely, as a rule, the ratio of potential buying power. A few examples, to prove that point: Car-lots of unloads of fresh oranges in 1945:

	% of Total Unloads	% of U. S. Effective Buying Income
Alabama	.012	.012
Illinois	.060	.068
Iowa	.016	.017
Massachusetts	.046	.037
Michigan	.032	.049
Montana	.004	.004
Nebraska	.008	.009
Ohio	.061	.060
Oklahoma	.010	.012
Oregon	.012	.012
Rhode Island	.007	.008
Virginia	.015	.017

If sales of oranges followed the same pattern as the potential buying power, it was argued, then should not the sale of orange juicers pursue the same general line? National Die Casting Co. executives at this point checked against their past sales. They found that their sales had been preponderantly in that territory from Chicago east, and north of the Ohio

Apparently, with the favorable factors as national income and industrial production at high levels and the cost of living trailing, with failures way down, it seemed to be indicated that now is a time to make a drive for business and to expand. So the company is putting in new machinery, adding to its factory space, increasing warehousing facilities in order to build up a backlog of products during the off-sale season, and is going ahead with its sales promotion and advertising.

At last, ready to push sales on a nation-wide basis, district sales offices were set up in Chicago, New York, Atlanta, Kansas City, Dallas, Denver, and Los Angeles. The latter covers the entire West Coast. General offices are maintained in Chicago. Each district office is centrally located in its territory.

Now comes the detailed information on the over-all program to estab-

lish the juicer throughout the Nation:

1. It is named the "Juice King" and comes in four models priced at \$5.95, \$6.95, \$9.95, and \$11.45. Emphasis is put on the \$6.95 model. The \$9.95 model is all-chrome, glittering brightly, and makes an exceptionally fine present for Christmas, birthdays, weddings, etc. Promotion is aimed to put the Juice King home juicer in the same class with the new pop-up toasters and modern-styled coffee makers.

2. The Juice King is distributed through leading distributors in the household appliance line. Because of its new beauty and higher price, which makes possible a more attractive dealer markup, it becomes a "wanted" item in the trade and an attractive appliance to the consumer. The jobber and dealer thus are given something they can afford to get out and merchandise.

3. Publications. In 1947, 11 were used.

4. Hardware and appliance dealers receive six aids.

5. Major outlets are supplied with eight aids.

In merchandising the promotion, three efforts have been made:

To Sales Representatives. Special, easel-mounted, 30-page presentations were prepared for all Juice King sales representatives for use in distributor sales meetings.

In merchandising the program to the company's sales representatives, G. W. Hanney, vice-president and general sales manager, visited every district office, personally briefed the sales personnel, demonstrated how to use the material, and left one presentation for each representative.

To the Distributors. In addition to regular distributor mailings a teaser mailing card was sent to all leading distributors and major housewares buyers six weeks in advance of the breaking of the program. This card requested that those in receipt of it be on the lookout for a special Juice King announcement which was to follow in one week.

The special announcement came in the form of a complete sales kit for distributor use. The six-page kit, 8½x11 inches, was folded inside a colorful jacket and included the following:

1. A letter from the company's sales manager outlining the program and requesting that each distributor order a copy of the kit for each of his salesmen. This letter was typed

upon a special promotional letterhead designed for this specific use.

2. A reprint of the 4-color display card available to dealers.

3. Reprints of national advertising.

4. Reprints of lead-off advertisements, full-page size, in the leading business publications.

5. A 12-page booklet for retail sales personnel.

6. Colorful catalog sheets.

7. The 6-page dealer mat circular.

8. A reprint of current editorial features devoted to Juice King in leading national publications.

The interest created can be measured somewhat by the fact that approximately 5,000 of the above sales kits were sent to leading distributors on request.

To the Dealers. Intensified activity from the distributor salesmen, armed with the special sales kits, helped to merchandise the program to the dealer and broaden its scope.

"In our over-all story to distributors and dealers, and their salesmen, we brought out a number of pertinent points," says Mr. Hanney. "One of these, based on our research is that only 49 pounds of oranges were consumed per family in 1899, whereas the current consumption is 186 pounds and is steadily increasing. We

found that in the larger cities orange consumption per year averages nearly 4,000 pounds to the square block.

"We proved, so that all could see, that the consumption of oranges, mostly used in juice form, is growing far faster than the consumption of any other juice. We proved that this trend is soundly established. We emphasized that at last there is available an orange juicer that is an ornament, rather than a homely functional gadget, which can be bought at a reasonable price and kept with pride and satisfaction in any kitchen.

"Two years of research, engineering, designing and planning to sell so simple a thing as an orange juicer may look like a lot of work, but we believe we had to have a close measure of the sales potential projected well into the future, plus a well thought out and organized program, before we could trust our investment and our future on a single item.

"Right now we are making them at the rate of 750,000 a year and are not keeping up with demand."

O'Grady-Andersen, Chicago advertising agency, developed the research campaign and has worked with the National Die Casting Co. in preparing the copy and promotional material since the program started.

Juice King
Does it Again!

35,000,000 ADVERTISEMENTS
IN THREE MONTHS

Another smashing campaign for JUICE KING! The big JUICE KING Fall and Christmas promotion—35,000,000 sales messages in 3 months—delivering a tremendous impact at the peak of the gift buying season. A tremendous sales force in your own community!

This powerful campaign will illustrate Single-Stroke JUICE KING superiority and dramatically emphasize the unusual gift appeal of this smart, modern appliance.

Everything is ready to help you capitalize on this promotion. Complete ads for your local paper, colorful circulars, striking 4-color displays. Plan your tie-in NOW.

SINGLE-STROKE
MODEL JK-30

GOOD HOUSEKEEPING
NOV 1947

NATIONAL DIE CASTING CO.
Family Div. of Standard Chicago Mfg. Co.

FOLLOW THROUGH AT EACH LEVEL: Business paper advertisements inform the trade about coming magazine promotion.

DECEMBER 15, 1947

They're in the News



1. ALVIN E. DODD

1. PIONEERING COMES NATURALLY . . . in the Dodd family. Alvin E. (for Earl) Dodd—who just won, hands down, the Gantt Medal—has been pioneering in education within industry's bailiwick all his working life. One of his ancestors, from whom he gets his rugged look and his pioneering bent, hewed a home out of Connecticut forests, back in the 1600's. . . . Dodd waxes eloquent on the subject of education. He believes fervently that it should play a bigger part in industry and in industrial management and he loves to get on the platform and explain exactly what he means. That he makes it clear, that his education-love adds up to horse sense is justified by this latest honor which has come to him. The Gantt Medal is given by The American Society of Mechanical Engineers for "distinguished achievement in industrial management as a service to the community." We don't have to remind you that he's the president of the American Marketing Association.

3. WEIGHT-THROWER . . . by athletic inclination—not by nature. That's Arthur W. Kohler, a big, imperturbable man who sits in the managerial chair of *The Saturday Evening Post*. When he was in college (U. of Michigan) he was the Nation's Inter-Collegiate champ of the 16-pound hammer throw. Since then he's had to lift heavier things, including advertising budgets. He's been with Curtis since 1925 when he became a *Post* advertising solicitor. The other day they named him vice-president and director of advertising for the whole shebang. Nobody ever saw Arthur Kohler mad or harassed. He runs his desk like a steam engine, keeps calm and smiling in the middle of bedlam. For three years he was president of the Sales Managers Club of Philadelphia, but he says that post has nothing to do with the gray in his hair. "Arthur Kohler," said one of his salesmen, "is a big man. And the 'bigness' has nothing to do with his 200 pounds." That opinion seems unanimous.

2. THAT NEW ENGLAND RETICENCE . . . supposedly traditional with people born in Boston's environs, helped James J. Houlahan into the driver's seat at William Esty & Co. the other day. See what a look-before-you-leap attitude, tempered with a researcher's curiosity, will get you? Here's Houlahan, president of his agency at 40, and working away quietly at his new job with a typical N.E. business-as-usual attitude. Houlahan went to Esty six years ago from Lever Brothers where he was in the advertising end of the business. He's spent most of his career mulling over advertising and sales and anticipating consumer acceptance trends. Here is a top flight advertising executive who is thoroughly grounded in point-of-sales techniques. Much of his technical know-how stems from what might be called a curious hobby—practical, door-to-door and store-to-store personal interviews. What do you buy and sell? How? Why? He enjoys it—feeling the pulse of the nation's buyers.

4. HE'S GOT A GOOD TAILOR . . . but he's got a better philosophy. Frank Soule (rhymes with cool) is Condé Nast's new vice-president; for all the Nast publications. Sauve, genial Soule teaches all his cub advertising men an important doctrine: "The philosophy behind the magazine is what *sells* the magazine." F. A.'s new job places him in charge of all advertising and promotional activities for the huge Nast empire. And his background for the herculean task is founded on the bedrock of practical know-how. Began his advertising career as an office boy for Lord and Thomas in Chicago, later sold the first automobile advertising carried by Scripps. Been with Nast since 1921, where he started as western advertising manager. By 1942 he was a director for the company. Today he follows the calendar of an active New Yorker: business and theater in winter, business and Westchester golf in summer, which is nice work. He's punch-proud of two beauteous granddaughters.



1 JAMES J. HOULAHAN



2 ARTHUR W. KOHLER



4. FRANK SOULE

BY HARRY WOODWARD, JR.

DECEMBER 15, 1947



COMBATS KIDS CARTOONS: Nursery at work holds no horror for the family with Varlar covered walls. It yields almost instantly to cleaning with ordinary soap and water.

Show'em and Tell'em Technique Cracks National Markets for Varlar

Based on an interview with **JOHN E. WILLIAMS** • Vice-President in Charge of Sales, Varlar, Inc.

Customers gasp when demonstrators prove that this new kind of wall covering cleans without effort. Grease, soot, tomato soup, ink, crayon . . . all disappear like magic. Superb performance justifies the product's higher price.

It hurts to see what starts out to be a perfectly good sales demonstration go wrong. When the demonstrator forgets and bobbles the routine it gives one a sinking feeling. It got me that way when John E. Williams, vice-president of Varlar, Inc., offered me a demonstration of his new stainproof, washable, scrubable wall covering known as Varlar.

Mr. Williams has a neat office and everything in it is spotless. He carelessly took a bottle of India ink and daubed a big smear on his nice, clean wall. Then he got some merchurochrome and painted it on in blotches. Next he wet an indelible pencil and made alarming scratches, just like a kid who didn't give a damn. After that he told me about Varlar.

He got so interested in the story that he forgot all about the India ink, the merchurochrome and the indelible pencil marks. Butterflies began to tickle my stomach as the daubs and smears dried. Nervousness grew by the minutes. I felt the urge to cry, "Get that stuff off! It's drying!"

Mr. Williams was preoccupied with his story. His back was turned to the wall. He slowly and deliberately told how Varlar was developed and how, in leading department stores, a crew of demonstrators were earning public acceptance for it. I began to wonder what would happen if any of them forgot to get the stuff off, the way he was doing.

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United Wallpaper, Inc., he said, got around to Varlar after it had done about everything possible in making wallpaper with water solvent colors and temperature solvent paints. It was the result of long laboratory dealings with acetone solvents and synthetic resins. You can compose colorful patterns with this modern stuff on paper in such a way as to make the entire result an integral unit—not a coated product, then you can stick it in an oven and bake out the solvents at a regulated temperature.

After that, what's left is a synthetic resin surface on a paper backing which can be sealed onto any wall or similar surface with a special Varlar adhesive. It becomes almost a permanent part of the wall and will defy an amazing amount of abuse. Test samples of Varlar, he said, had stood up under as many as 25,000 scrubbings made by special equipment.

After a long, long time Mr. Williams seemed to waken to the fact that he had a smeared-up wall behind him. He mosied out, got a cake of soap and a wash cloth. By this time the butterflies had turned into scratching insects. With exasperating slowness he worked up a lather. He bathed the miserable spots with the lather. Then he wiped them with a fresh cloth. He didn't even say, "presto." And the wall turned clean. No trace of stain was left.

"See what I mean by demonstration," he said. "Our crews are out giving demonstrations, better dramatized and more elaborate, in finer settings, and the crowds gather around. We've held them in many stores throughout the country. At the Builders' Show in Detroit, we estimated that we stopped 65,000 persons for demonstrations. At the Home and Garden Show in Cleve-

land, 30,000. It was much the same in Indianapolis, Baltimore and Washington, D. C., in Denver, Pittsburgh, in Milwaukee, where we demonstrated at shows.

"In these demonstrations we invite our audiences to smear the walls with catsup, gravy, ink, grease, jam, jelly . . . anything they can find. Then a demonstrator washes it all off clean.

"Demonstrations of that kind are convincing and not easily forgotten. Yes, sales follow, parent-children relations being what they are. They see that the little varnish removers have been foiled at last."

Mr. Williams produced a script used in store or show demonstrations. He explained that the script calls for two girls, trained demonstrators, who do their work in pantomime, following the reading of the script by a narrator over a P. A. system. Parts of the script follow:

"Ladies and Gentlemen: Varlar, Inc., a division of United Wallpaper, world's leading wallpaper designer and largest manufacturer, is now about to give you one of the most amazing demonstrations ever attempted on a wall surface. . . .

"Two young ladies, members of our organization, will help in this dramatic demonstration. I would like to introduce: Miss Jones and Miss Smith . . . (Pause)

"Say, what's Miss Jones doing? Why, she's putting catsup on our beautiful Varlar wallpaper! And I thought catsup was for steaks and chops! Be careful, Miss Jones. Don't get that catsup on your apron. Catsup leaves stains, you know. Not only household greases but inks, crayon, pencil marks, shoe cleaners, scuffs' and hundreds of dozens of other stains have been applied to Varlar. Such stains on any other wall surfaces leave permanent blemishes.

"And here's Miss Smith, dressed like a school teacher, horn-rimmed glasses, ruler and all . . . and instead of writing on a blackboard with chalk she's writing on our beautiful strawberry pattern with India ink. Horrors! Wait until the school principal sees that. I have a hunch Miss Smith will be suspended. . . .

As the demonstration proceeds the girls make quick changes, in turn, appearing as a house maid, as a cook and so on. The narrator explains:

"Daily, *millions* of walls in hotels, hospitals, and homes all over the country are permanently stained from people's fingers and hands. We just can't seem to help putting our hands on wall surfaces. . . .

"Well, folks, now we really have a mess. Jelly, merchurochrome, India ink, gravy, cold cream, and crayons . . . And now we are going to add one more deadly stain. Watch carefully! The girls are looking for their lipsticks. Instead of putting lipstick on their lips they are drawing pictures on Varlar with lipstick!"

The narrator next explains that all that is needed to remove these stains is pure soap and water, a clean cloth, a sponge or the like. The girls work up a lather. The voice on the P.A. announces that there will be a race to see which girl can get her stains off first. He says:

"Ready . . . On your marks . . . Set . . . Go!"

Soon every trace of stain and discoloring is gone and the narrator gives his quick, brief sales talk. This is what he says:

"Varlar . . . washable . . . scrubable wallpaper comes packaged in cellophane. Each package is the equivalent of a triple roll of regular wallpaper. Four packages will do the average room. There will be 90 beautiful, highly styled patterns in the Varlar line. Patterns for bedrooms, baths, kitchens, living rooms, halls—for every room in your house."

That was Varlar in the famous General Motors Train-of-Tomorrow, if you happened to be one of the hundreds of thousands who saw it. First sales were made only last June. Distribution is now complete throughout the United States. Sales go to dealers through wholesalers and jobbers. The price, 10 to 17½ cents the square foot. The most you've ever paid for wallpaper but, considering what it will do, what of it.



MESSY MAYHEM: Varlar's show-stopping demonstrators smear walls to their heart's content—then wash off stains.

How to Put Beauty and Brains Into a Cook Book

Based on an Interview by E. M. Kelley with
MABEL STEGNER • Home Economics Consultant

A consulting economist tells how to keep your feet on the ground when you design a cook book as a sales promotion tool. She provides 13 specific rules which will insure acceptance by the housewife, use, and long life.

Glance over the food advertisements on the women's pages of newspapers, in women's magazines, or even in the general magazines and Sunday supplements—and you will find plenty of offers of free cookbooks.

They are there because manufacturers know that women welcome them. But the mere number of such offers should put you on guard if

your company is considering the issuance of a recipe booklet, and tip you off that your booklet will face stiff competition. You may as well give up the project unless you are willing to produce something which, in the eyes of housewives, will have real merit. This does not necessarily mean that your company must spend a great deal of money, but rather that it must spend wisely. Some of

the rules for bringing out a good recipe booklet are so simple that it seems almost platitudinous to repeat them; yet they are broken more often than they are observed.

But here are some recommendations which, generally speaking, apply to nearly all advertising cookbooks:

1. Make Your Book Easy to Read. Housewives are busy people, subject to numerous distractions as they work with food. Choose at least 10-point type (12-point is still better), and have the letters well-spaced. Keep margins fairly wide. Aim at legibility at a reading distance of three feet, so that the user won't have to lean forward to read, or pick up the book and bring it to her eyes, then set it down again, repeating the performance at each step, as she follows directions.

2. Make Your Book Physically Easy to Handle. Consider, for example, the matter of format. Avoid the long, narrow, vertical book, since it must, as a rule, be held open. And remember that the miniature book may look very attractive to you, but women rarely like it—it's hard to handle, easy to lose and seems insignificant to its intended audience. The binding you select should be strong enough to hold the pages firmly and yet permit spreading them out flat, whether the book is stood up or set down on a flat surface. Saddle wiring is usually preferable to side wiring.

3. Make Your Book Easy to Use. If it runs to more than sixteen pages, have an index, or, preferably, two—a table of contents in the front, and an alphabetical index in the back. If several different kinds of foods or dishes are covered, make it easy to see, at the top of each page, the general subject matter, such as salads, sandwiches, beverages, etc. Remember, too, that many women clip recipes and paste them on 3x5 cards and keep them in card index files.

4. Be Careful About the Organization (Arrangement) of the Recipes, and of Their Wording. For example, list ingredients in order of their use. Sometimes many words





ILLUSTRATED LESSONS ON CARVING

ON CARVING...

Rolled Rib Roast



a Slice entire roast from far right side. Make slices $\frac{1}{2}$ " to $\frac{3}{4}$ " thick.



b Remove center rib as you come to it. Cut bone well back for drop on platter.

72

Roast Leg of Lamb



a Place chuck end at carver's right, with thick meaty section on far side.



b Cut a few lengthwise slices, turn roast to rest on cut edge, and carve parallel slices to the bone.



c Reserve shank by cutting along bone at right angle to the slices.

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LEA & PERRINS uses inexpensive but effective line-drawing for cover. Adds reference value by including lucid, illustrated section on carving for all types of roasts and fowl.

ALL BREAD



PILLSBURY'S "Bake the No Knead Way" does not list ingredients separately, but combines them with step-by-step directions in logical order. Large type adds readability.



GORTON PEW exploits deep-sea atmosphere. Shown: front cover, last page (reproductions of packages), inside back cover (fishing scenes).

can be saved through using chart or table arrangements, as in the two recipe booklets for use with the Waring Blender. Another plan is the one used in the Pillsbury "No-Knead" book. This follows a standard practice of using certain introductory words—such as "Combine," "Blend in," "Add," along one margin to lead into lists of ingredients and other recipe text, and the method can be used successfully for baking directions, and where the list of ingredients is not long and varied.

5. Be Specific. For example, don't rely on saying "hot oven," but give temperature also—425 F; and with "moderately hot," specify 375 F. If a special kind of fat, such as butter, oil or lard, is called for—say exactly what is required. If fat must be melted, say so. If you mean confectioner's sugar, say so. Also, be specific about the yield in your recipe. . . . "one dozen two-inch cookies," for example.

6. Keep Your Illustrations Simple, rather than "busy." Feature the recipe—not a fancy table setting. Don't let the design of the plate nor the texture of the table cloth detract from the food. Many good food photographs are now being made with plain cardboard backgrounds, white or colored, as desired, rather than with table linen. (Let the magazines show fancy table settings in their editorial pages if they wish—or the manufacturers of silver and china; but if you want to sell a certain advertised product, feature the recipe in which it is used.)

7. Use Color if Possible. But if you don't want to spend what is required for color photographs, you can achieve excellent effects through line drawings in color.

8. Select a Printer Who Will Help You Vary Your Layouts and add interest in ways which add relatively little to the cost of the booklet. For example, you can get the effect of more than one color without paying for it by having pages printed alternately in different colors—with both type and drawings in, let us say, brown ink on certain pages, and in blue ink on others. Let "paper become a part of the picture," as, for instance, in using reverse lettering, such as a strip of blue with lettering or a design in white. There is a trend toward supplementing photographic illustrations with small line drawings, which, at times, add sparkle and life to a booklet at relatively low cost.

9. Take Advantage of Standardization and of Such Aids as "The Handbook of Food Preparation," available for 50c from the American Home Economics Assn., 620 Mills Bldg., Washington 6, D.C. The Terminology Committee of the Food and Nutrition Division of the AHE Assn., had a hand in its preparation and furnished useful information on such subjects as phraseology and standardized temperatures and measurements.

10. Check and Recheck measurements, spellings, lists of ingredients and, in fact, the entire content of each recipe. A word or a line of type dropped out of a recipe just before publication can create consternation in many a kitchen and lose more goodwill than is gained by an otherwise excellent book. The inadvertent use of the word *tablespoon* instead of *teaspoon* may seem a minor error, but its effect on some recipes may approach the proportions of a disaster in the eyes of the housewife.

11. Use Restraint in Your Advertising Copy. It is acceptable to mention the brand name in the list of ingredients, but the best usage nowadays does not include mention in the method section of the recipe. Some excellent cookbooks are eliminating brand names almost entirely from the recipe sections of their books and are confining copy to the introductions and closing chapters. In illustrations, the trend is away from showing the product package on the front cover, but most advertisers show it on the back, or on an inside cover, or on the page facing the inside back cover.

12. "Sharp Angle" Supplementary Cookbooks, smaller and less expensive than larger, featured ones, fulfill various needs. They are useful for dealer give-aways, in filling requests inspired by food editors and radio programs and other quantity distribution purposes. They may be passed out at utility demonstrations and at women's club meetings. With a sharp angle, such a booklet may fill a specific need and win warm friends for the product. Examples: Brer Rabbit's **NEW QUICK EASY SUGARLESS Recipes**; Sunkist's **FA-MOUS AMERICAN BREAKFASTS**; and **13 WONDERFUL KNOX RECIPES CHILDREN LOVE**.

13. Put "Plus" Value Into Your Booklet, to lift it out of the routine category and put it into the reference work class. Current books which do this include: "Sunkist Orange Recipes," which gives suggestions for peeling, slicing, grating peel, making orange cups . . . Carnation Milk's "Velvet Blend," which has a section on lunchboxes, with ideas for combinations, menus, dressing up and improving lunches; and a section on leftovers . . . Lea & Perrin's "Seasoning," which has a section on how to carve, illustrated with line drawings. The "Brer Rabbit" booklet, with its suggestions for varying and serving gingerbread . . . The Waring "Pickups and Cheerups," with its "Tips to the Host on the What and When of Serving," and bits of miscellaneous advice on mixing beverages, scattered throughout the booklet. . . . The double spread of menus in the "Mushroom" booklet.

The best cookbook in the world is valueless unless it reaches its audience in such a way as to win goodwill and approval. That manufacturers are in many instances weak in their methods of distributing recipe booklets is a proven fact. SALES MANAGEMENT recently experimented by having one of its writers request twenty-four books offered in the October issues of four women's magazines, to be sent to her home address. She found that about one-half included coupons for this purpose in their advertisements, but only a few of these were large enough for easy and legible writing of name and address. In some instances, there was not even room enough to type these, much less write them with a pen (since ink spreads on the paper of most magazines now use for their inside pages). One actually allowed only one and one-half inch across for the coupon with the lines jammed together, so that a microscope must have been needed to read the name and address, written with a sharp pencil. Another allowed only $\frac{1}{2}$ inch for the city and $\frac{1}{4}$ inch for the State.

In general, it seemed to our writer that coupons were not necessary, since most women prefer to send their requests on penny postcards; and that the space used for a coupon might better be devoted to giving the company's name and address in larger type. Some trusting manufacturers used unbelievably small type for this purpose.

It seemed to our writer that there was too long a lapse of time between the sending of the requests and the receipt of the books. Only six were received within eleven days, and five or six came straggling in a month, and even six weeks, after they had been requested. At this writing, seven weeks after sending out the requests, three books have not arrived. Two of these were offered by a meat packing house in handsome, full-page color advertisements.

CHAMPION PAPER COINS MONEY

FOR ADVERTISERS !



It goes right on carrying sales talk to entire national markets and to

those that are highly selective. Printed selling makes a mint of money for its users because of its great flexibility, consistently high productivity and consequent economy. Just as this form of advertising can be fashioned to any market situation and any product, Champion's complete line is designed to fit a variety of jobs, whether letterpress or offset, on coated or uncoated. Its uniformly high quality and unusual versatility make Champion paper a favorite with advertisers and printers.

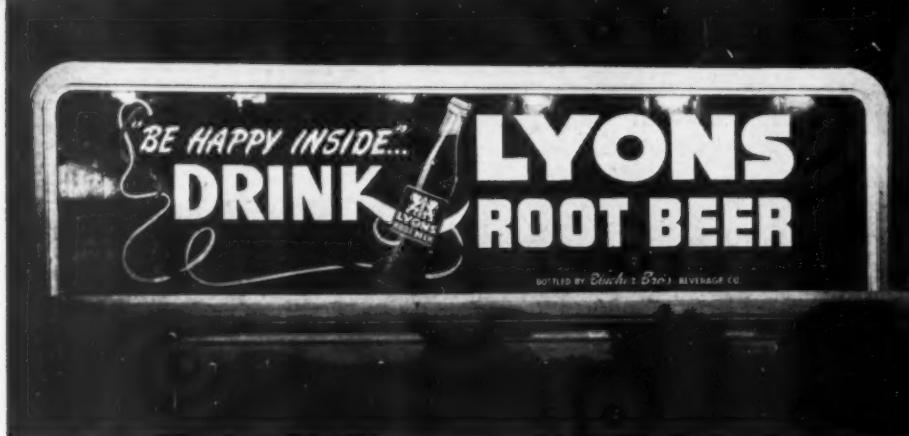
THE *Champion Paper* AND FIBRE COMPANY... HAMILTON, OHIO



MILLS AT HAMILTON, OHIO... CANTON, N. C... HOUSTON, TEXAS

NEW YORK • CHICAGO • PHILADELPHIA • DETROIT • ST. LOUIS • CINCINNATI • ATLANTA • SAN FRANCISCO

District Sales Offices



"THE NEW LOOK": Spectacular outdoor advertising signs along California highways emblazon Lyons' new slogan and bottle imprint. Painted wall signs (right) carry the theme in strategic city locations.



What Makes a Successful Bottler? Lyons Tests Get Some Answers

Based on an interview by Elsa Gidlow with **LEO ZWEIG**
Manager, Lyons Root Beer Co.

An old West Coast company, setting out to build a vastly increased demand for its root beer at the soda fountain, tries out some training and merchandising policies with two typical franchise holders, one of them old, the other new.

Can old established bottlers be taught new merchandising tricks?

Can newly formed bottling outlets that are short on experience but long on energy and enterprise be trained and guided to become successful merchandisers in an already hotly contested field?

Lyons-Magnus, Inc., San Francisco, one of the oldest soft drink manufacturers on the Pacific Coast, decided to run controlled tests to get answers to both questions. At the same time, it sought to test a range of new promotional materials on which it had spent two years of study and to test some of its major policies in bottler-relations. While these tests are still under way, the company already has some answers which will have a significant bearing on future sales development.

It all grew out of a conviction that Lyons root beer had rich unexploited possibilities as a brand-advertised bottled item. With this in mind, Lyons-Magnus two years ago decided upon a complete reorganization of its managerial and merchandising setup. The object of this reorganization was to place new emphasis on its beverage bottling operation and to help distributors develop new values from their franchises.

For years bottled root beer had been part of the company's line. In its 96 years of operation, the company had branched into the confectionery, baking, and fountain fields. After a review of its diverse activities, the company decided to divorce its root beer business and to set up an independent subsidiary, Lyons Root Beer Co., to handle it.

The goal: to promote Lyons root beer into a national best seller in bottles at the fountain.

The soft drink industry is unique in one respect: It's a promotional game. More money is spent on advertising and selling in ratio to sales than in any other industry, not excepting hard liquors and tobacco. It's a tough industry to succeed in, both for the manufacturer and the distributor. You can't afford to make too many mistakes. You must be sure of your selling policy, your advertising and above all, of your bottlers.

Lyons started out with the determination to avoid some of the common pitfalls of the industry—among them, in the words of Leo Zweig, general sales manager, Lyons Root Beer Co., not "to promise prospective franchise bottlers the world." Lyons Root Beer Company's policy was founded on the decision *not to commit itself on anything unless it was prepared to follow through.*

Before any effort was made to grant additional franchises, Lyons and its bottlers worked out their plans for cooperation on promotion. Promotional and advertising material



IN THE DARK SILENCE OF THE NIGHT

**Bell Telephone service isn't a 9 to 5 service.
It is one of the few services in the world that
are always available to the public... twenty-
four hours a day, Sundays and holidays.**

In the dark silence of the night there is one light forever burning — one voice that is never stilled.

That light is the light of the Bell Telephone Exchange. That voice is the voice of your telephone. Its very presence brings a feeling of security, whatever the need or the hour.

Service in some countries shuts down with the end of the day. Bell System service keeps on going the whole twenty-four hours of the day and night, Sundays and holidays.

It costs us more that way but we know that is the way you'd like to have it.

BELL TELEPHONE SYSTEM



HIGH READERSHIP



"GREAT THING. THAT NEW AUTOMATIC PILOT. NOW I CAN CATCH UP ON THE NEWS!"

A report just announced by the Medill School of Journalism, Northwestern University, reveals almost unbelievably high readership of Wisconsin Hometown Dailies.

Ads from 70 to 149 lines in size averaged \$0.00096 cost per reader.

That's less than 1/10th cent per reader... less than the amount of silver worn off an old dime!

3 out of 4 Wisconsin families live outside Milwaukee County. You reach nearly 80% of them through the better read...



212 Fourth St., Racine, Wisconsin



PRE-PLANNING FOR SALES PUNCH: Before granting additional dealer franchises, Lyons and its dealers set up plans for a continuous flow of advertisements, such as counter cards, point-of-sale stickers, bottle cut-outs, and decals.

was prepared. This included an elaborate system of point-of-sale dealer aids; a newspaper mat series; one-minute radio spots and half-minute station breaks; spectaculairs; painted walls; metal signs; novelty outdoor pieces such as masonite lions; decals, kick plates, bottles cut-outs; truck bodies which constitute traveling advertisements, and many others. Purchased in large quantities, the promotional material was planned to be distributed to bottlers at cost.

Capitalizing on the well known name and trade-mark, the Lyons lion was given a personality and incorporated in all advertising, together with a new theme: "Be Happy." A new package was created, carrying out the Lyons colors in red, white and black. The new Lyons root beer bottles in 7-, 10- and 28-ounce sizes, now coming on the market, have the name "Lyons" blown in four times around the shoulder and base and have a slight curve in the waist to facilitate the contemporary custom of tip-up tippling.

The program for franchised bottlers included a step-by-step training program: The company's salesmen not only told how to sell Lyons, but they went out with bottlers' men on their routes; an advertising program mapped out by the company; there was a detailed territory analysis to determine volume of business the dealer should get; a continuous follow-up on all phases of the program all along the line.

Having decided what they would

offer their bottlers and how they wanted them to operate under the Lyons root beer franchise, the company's next problem was to get the program accepted, and to test it under market conditions.

The trend is toward smarter merchandising, but there are still many "pop" shop operators whose places of business are not the most sanitary, whose methods are old-fashioned, whose education and standards are not up to cooperation in a sound selling program with long-range objectives. Some of the Lyons operators approached were set in their ways. Lyons also found that some resented what they interpreted as an attempt to tell them how to run their businesses. There are established and experienced bottlers who are not in that category. Now that soft drinks have become bigger business a more aggressive type of bottler is coming in; but Lyons wondered if there was a large enough number of these desirable men to build distribution.

Lyons Root Beer Company's management wondered if it might not be smarter to encourage younger, more aggressive men with a flair for merchandising who, even though they had limited capital, would be long on ambition to succeed and flexible enough to accommodate themselves to the company's ideas. What about G.I.'s? It might be a gamble; but on the other hand it was costly to put their ideas over to the older men, working against prejudice and old fogeyism.

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1947's TOP FFA AWARD COMES TO OKLAHOMA BOY

MODERN FARM MACHINERY IS TO BE FOUND ON THE RAY GENE CINNAMON FARM

A full-fledged wheat farmer and livestock man at 19, Ray Gene Cinnamon, Garfield county, Oklahoma FFA boy, received the Star Farmer of America award at Kansas City on October 21. This is the highest recognition attainable in this nationwide farm youth organization.

Young Cinnamon's first venture on his own came when he was at 15, when he rented 80 acres of wheat land. Today he and his uncle operate 800 acres . . . largely on a 50-50 basis. Ray Gene has 75 cattle and registered Angus cattle on pasture . . . has 1,200 bushels of wheat stored in his barn and his FFA records show his net worth today at \$20,000.

Ray Gene Cinnamon represents the farm youth of Oklahoma and Texas, the 186,016 members of 4-H and FFA farm youth groups and the thousands of rural young folk who are not affiliated with these organizations, whose ideas on farming and farm management are guided by the farm paper so many of them study carefully each month.



RAY GENE'S GRAND CHAMPION CALF IN 1944 PAID OFF A MORTGAGE ON THE CINNAMON FARM

THE FARMER-STOCKMAN

Oklahoma City · Dallas

THE OKLAHOMA PUBLISHING CO.: THE OKLAHOMAN AND TIMES—WKY, OKLAHOMA CITY—KVOR, COLORADO SPRINGS
KUZ, DENVER AND WEEK, PEORIA UNDER AFFILIATED MANAGEMENT—REPRESENTED NATIONALLY BY THE KURTZ AGENCY

Bayonne



CANNOT BE SOLD
FROM THE
OUTSIDE

The BAYONNE TIMES is the only newspaper that can sell this wealthy New Jersey market, home of over 100 diversified industries. Send for the new BAYONNE TIMES 1947 Market Data Book and find out why Bayonne has become a test market for many National Advertisers.

THE BAYONNE TIMES
NATIONALLY REPRESENTED BY
BOGNER & MARTIN
295 MADISON AVE., NEW YORK • 228 N. LA SALLE ST., CHICAGO

15 MILLION NEGROES MUST EAT AND DRINK

And they have 10 billion dollars to spend! If you have food, drinks, cosmetics, liquor or any other products to sell, the best way to reach the Negro is through the Negro papers and magazines he reads with interest and confidence. Advertising in these papers pays big dividends, for the American Negro is the most loyal customer in the world. For full information of this great market, write today to **Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y.**, serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

What Lyons eventually decided upon was to make two tests and at the same time to test its own program: (1) find out how successful it would be backing up and starting from scratch with total newcomers who would be trained by Lyons' exclusive franchise men; (2) find out what could be done to substantially increase the Lyons' root beer sales volume of an established bottler, not on an exclusive basis, who would consent to adopt and follow through with the parent company's program.

Test Markets

For the tests Lyons chose a Central California metropolitan city with a large population, and a Valley town smaller in size but hotter in summer and presumably thirstier. In the latter market an established bottler of many years' experience was selected, who had other soft drink franchises, although Lyons root beer was his oldest. In the former, Lyons selected two young G.I.'s to start from scratch as exclusive bottlers of its product. Both tests are now about midway in progress but sufficiently advanced for results to be emerging and for Lyons executives to be convinced that they will have two valuable case histories. These tests may serve as a basis on which Lyons can choose future bottlers, on one hand, and on the other, illustrate to dealers whom they would like to have just what can be accomplished by faithfully and energetically putting the Lyons' program into effect.

The two young men who are partners in the first test, although clever salesmen, were new to the industry. The territory in which they were opening up business justified a capital investment considerably larger than they could muster. They started with the knowledge (plainly presented to them by the parent company) that they would have to work hard and work long; but they had the determination to carry through the merchandising program Lyons believed would produce results.

As G.I.'s they had the questionable advantage of sugar allotments up to 80,000 pounds a year. Then, too, the glass shortage was acute, bottle crowns hard to get, machinery almost unobtainable. The bottling plant took nine months to build instead of the anticipated three. By the time they were ready to start bottling, the sugar picture had changed and potential competition was greater. But by early spring of this year they were starting full steam ahead with the parent company much in the role of parent teaching the child to walk.

The G.I. plant had been laid out by Lyons as ideal for bottling. Analyzing all factors, the company advised that to start with, the enterprise concentrate on a seven-ounce bottle instead of a 10- or 12-ounce, and sell for 5 cents. Another recommendation was to begin with one flavor, one brand and one package. This would eliminate the complexities of satisfying the requirements of several franchise operations and it would help to simplify on setting up of machinery, on sorting, on bottle inventory.

Two of Lyons' best field men were assigned to work with the G.I.'s in their day-to-day routine. They rode the bottler's routes with their driver salesmen, helped them open new accounts, taught them how to approach a retailer, suggested sales arguments to use, and aided in working out routes to determine an adequate coverage for a given period of time. They trained the bottler's men in choosing advantageous spots for point-of-sale material and how to get it placed. Sales meetings were held evenings with the Lyons field men, first as instructors, then as guides. They stayed with the new enterprise until they were convinced they were able to be on their own.

Selects Media

The next step followed the induction of these ex-servicemen into the bottling business. It is a permanent part of the Lyons Root Beer bottler aid and training policy. The parent company's field men give technical guidance in planning advertising and promotion. The company shares with the bottler the cost of all advertising. The territory already having been analyzed as to its potential yield in sales volume, the amount of advertising and promotion necessary to produce this volume is determined. After agreement on cost, Lyons men help to select media for best results in terms of the bottler's territory and problems.

In the case of the ex-servicemen, they were launched on a program which included considerable point-of-sale sign material; a sizeable sign program including painted walls, spectaculairs; store fronts; placement of indoor material; some newspaper copy; one-mint spots on a local radio station. Newspaper copy features the new bottles, the Lyons Root Beer trade-mark, and a catchy cartoon of someone having fun. The text is made up of variations of the "Be Happy" theme: "Get Happy on the Inside;" "The Be Happy Drink;" "One Minute Rest Cure—the 'Be Happy' Drink."

SALISBURY
NORTH CAROLINA
No. 1. PER CAPITA
MARKET
in the South's
No. 1. STATE
Write for copy of
BRAND
PREFERENCE SURVEY
POST
Evening and Sunday Morning
SALISBURY, N. C.
WARD-GRIFFITH CO., Representatives

**AN ANNOUNCEMENT OF
MAJOR IMPORTANCE...
EFFECTIVE JAN. 1, 1948**

The Philadelphia Inquirer

**HAS APPOINTED AS ITS EXCLUSIVE
ADVERTISING REPRESENTATIVES**

THEO. W. LORD

Empire State Building, New York City

ROBERT R. BECK

20 North Wacker Drive, Chicago

GEORGE S. DIX

Penobscot Building, Detroit

You undoubtedly are familiar with the great advances made by The PHILADELPHIA INQUIRER. Tremendous increases in circulation and advertising have established THE INQUIRER as one of America's greatest newspapers and most productive advertising forces.

This continuing growth leads logically to establishment of exclusive representatives. We will thus be able to provide more direct and personal services for our many friends among agencies and advertisers, as well as the many new accounts which have discovered THE INQUIRER'S selling influence. We firmly believe that the hundreds of daily requests for information and marketing data which we receive can be better handled under this exclusive arrangement.

On the West Coast, Fitzpatrick and Chamberlin, 155 Montgomery St., San Francisco, continue as representatives for The PHILADELPHIA INQUIRER.

CIRCULATION: DAILY... OVER 700,000 • SUNDAY... OVER 1,000,000



NOW IN ITS 14th CONSECUTIVE YEAR OF ADVERTISING LEADERSHIP



SALES are made at HOME

WITH POINT-OF-SALE ADVERTISING IN THE CLEVELAND PLAIN DEALER

Your advertisement in the Cleveland Plain Dealer will be read at home . . . where purchases are actually made by thousands of families in the famous Cleveland 2-in-1 market (Greater Cleveland plus 26 adjoining counties, with 141* prosperous cities and towns). The Plain Dealer is the only metropolitan newspaper giving you *two* buying markets of nearly equal sales volume with one exclusive, low-cost coverage. Point-of-sale advertising in the Cleveland Plain Dealer will unharness this buying power and contribute materially to the success of your marketing program.

*Akron, Canton, Youngstown not included.

Cleveland's Home Newspaper

THE P.D. STANDS FOR *Planned Distribution*

Do you know the localities in this market that will buy most of your goods? Do you know the shortest cut to your biggest volume of sales?

The Plain Dealer Market Survey department can answer these questions and others pertaining to your business. Call or write your P.D. representative for an appointment to receive this *individualized service*.



CLEVELAND PLAIN DEALER

John B. Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

SALES MANAGEMENT

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The advertising analysis service follows the same pattern for all bottlers. Lyons' field men, having made their own survey of the territory, have a pretty good idea of how the agreed-on budget should be spent. Sometimes a bottler will lack confidence in a given medium which the parent company believes will give results. It then becomes necessary for the parent company to help him to evaluate one medium against another.

The parent company field men then help the bottler locate the best buy in the various media. This may require taking a traffic count, helping to locate a sign situation that is a "good reader," or negotiating for advantageous space or time. Although this aid is given, there is no attempt to dictate to the bottler because territories vary and dealers have freedom of choice. If they feel they are not getting enough advertising support, that also is negotiable. The objective is to give bottlers expert guidance in getting the maximum out of their promotional activities all along the line.

Manager Zweig says, when the experiment is complete—probably sometime next spring: "We hope to have a case history that will give a crystal clear picture of what to expect from inexperienced but top quality men who will follow a program faithfully and work hard at it."

On the other hand, Lyons executives were just as interested to learn what would happen if an established bottler would go their way. The one they chose for the test was well acquainted with Lyons over a period of years. While he didn't have to be told how to take the bung out of the barrel, there were some equally simple merchandising ideas that he had ignored. He was doing (for example) a 20,000-case volume an-

nually. Lyons believed he could increase this to 65,000 cases by following its policy and program. He was willing to try, so the company put him and his men through the same paces as the young bottlers—gave him the same guidance in merchandising, in setting up advertising, in building retail accounts and getting point-of-sale cooperation. The program was instituted in February of this year. Already this dealer's volume is more than doubled and there is every indication that by the end of the year he will have achieved

the increased quota set at the start of the promotion.

Thus, in one operation the company has been testing (1) markets; (2) new policy and program; (3) promotional material; (4) types of distributor.

On the first three, Lyons executives are convinced that they are on the right track so far as a merchandising setup is concerned. On the fourth, they are confident that both types of bottlers, by carrying out the program sketched for them, can get the results expected.



Will She Buy YOUR BRAND In St. Paul?

St. Paul Shoppers BUY by BRAND*. Repetitive brand sales result from repetitive advertising . . . in the ST. PAUL DISPATCH-PIONEER PRESS which blankets the St. Paul half of the 9th Market.

St. Paul is buying more and more. Federal Reserve Index shows St. Paul Department Store Sales as leading the Nation in increases for the first six months of this year over last year.

*FREE—The "1947 Dispatch-Pioneer Press Consumer Analysis of the St. Paul Market." Write for this 176-page book showing the brand preferences of 3,000 families for 1,536 products.

RIDDER-JOHNS, INC. • NEW YORK • CHICAGO • DETROIT

St. Paul

Pioneer Press
Morning & Sunday
Dispatch
Evening



CAMPAIGNS AND MARKETING

A \$ Million for Oranges

Foreseeing a highly competitive orange marketing season ahead, the California Fruit Growers Exchange will spend \$1,000,000 before May 15 to advertise Sunkist navel oranges in the United States and Canada.

"We know that the current navel season will be highly competitive," says Russell Z. Eller, advertising manager of the Exchange. "Florida and Texas are both scheduled for heavier advertising programs than ever before and we must gain increased consumer demand for our fruit if we are to maintain and increase our position in the market."

The fundamental theme of the current navel campaign will be "the better quality of California navel oranges and the superior quality of Exchange fruit." Fully aware of the fact that the California growers cannot hope to compete with Florida and Texas growers on a price basis, the Exchange advertising plans to sell Exchange fruit on the basis of higher quality that deserves a price return satisfactory to California growers.

Exchange advertising will feature navels as the all-purpose orange, "Best for Juice—and Every Use." The program was started in 1939 and has been the long-range approach of Exchange advertising since that time. Consumer surveys, taken

throughout the United States at regular intervals, show that Sunkist advertising is making an ever stronger impression on the consuming public and that Sunkist is gaining more and more consumer recognition.

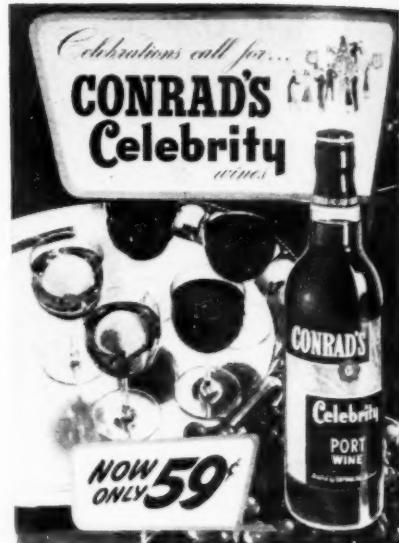
The consumer surveys indicate that Exchange customers are not confined to any special group of people or income. Users are found in every walk of life. Consequently, Sunkist advertising is designed to reach the broadest audience possible.

Since the Southern market is largely a Florida market in the winter months, Sunkist navel advertising in publications is almost entirely limited to daily newspapers and Sunday newspaper supplements. By use of such media, it is possible to avoid the waste circulation that would be inherent in national magazines during the navel season, Mr. Eller says.

Street car cards, with their opportunity for excellent color reproduction and high readership, will give strong support to the general advertising program.

The entire Dealer Service program has been building ever since the close of the war. Thirty men comprise the staff at the beginning of the navel season and it is expected that the total may reach close to 40 as the season progresses.

A total of 371 daily newspapers in 277 markets will carry the Sunkist



BASKING in the Wine Advisory Board's familiar "wine with meals" national advertising, Conrad, Inc., slants the appeal to its own regional dessert-wine market.

campaign till the end of the season. Total circulation of this group of newspapers is more than 14,000,000 per issue.

Three groups of Sunday newspaper supplements will carry a total of 12 color pages to over 24,000,000 readers per issue and street cars in 65 cities will show Sunkist advertising through most of the season.

Magazine advertising will be limited to the publications in the mother and child care field, plus *The Saturday Evening Post*, *Country Gentleman*, and *Successful Farming*.

For Under the Tree

A concentrated newspaper and magazine advertising campaign for Emerson Radio and Phonograph Corp. is currently hitting the holiday sales season. Stressing Emerson Radio as the "Ideal Gift" and "A model for every purpose and every purse," the campaign jumped off during the first week in December with five and six column insertions in leading local daily newspapers covering major marketing areas across the country, tying up with distributor and dealer listings.

The campaign is giving intensified promotion to Emerson's self-powered portable models and personal portables, as well as table models in a price range starting at \$19.95, in addition to a portable phonograph and phonoradio combination listed respectively at \$39.95 and \$89.95.

Full-page, full-color advertisements are appearing in *The Saturday Evening Post*, *Collier's*, *Fortune*, and *The American Weekly*. Simultaneously, institutional copy is breaking in the New York City dailies.



THEY ASKED for it. One of many modern, 44-passenger White motor coaches being added to the Capital Transit Lines fleet, Washington, D. C., in a major expansion move. Both exterior and interior styling and color are based on a previous survey among riders.



As local as your next sale

IF you are a national advertiser, chances are that your next sale... *is taking place right now*. It is a *local sale*... to a *local customer*... by a *local merchant*.

And it will pay you as an advertiser to study your local retailer's friendly selling approach. If he's on his toes, he *knows* his customers. Now, it's true you can't be expected to call all of these potential customers by name. But if you are to spend your advertising dollars profitably, you must know what these people are like—what they want and what they don't want... what interests them and what doesn't.

Of one thing you can be certain: *people everywhere are just naturally interested most*

in persons, places and events that are closest to them.

And week after week that's what people in eight metropolitan markets find in their own Locally Edited Gravure Magazine—pictures and stories centered around the local scene.

The result is higher, more thorough, more interested readership for the Locally Edited Gravure Magazines... *and greater value for the advertiser*.

To order, just write the Locally Edited Group, Louisville 2, Ky.—or contact any of the following representatives: Branham Co., Jann & Kelley, John Budd Co., Kelly-Smith Co., O'Mara & Ormsbee, Sawyer-Ferguson-Walker Co.



WEEKLY NEWSPAPER MAGAZINES FEATURING THE LOCAL TOUCH
FOR HIGHEST READER INTEREST, FOR GREATER ADVERTISING VALUE
LOCALLY EDITED FOR 1,650,000 FAMILIES IN EIGHT MAJOR MARKETS

San Antonio Express

Louisville Courier-Journal

Columbus Dispatch

Atlanta Journal

The Indianapolis Star*

The Nashville Tennessean

Houston Chronicle

New Orleans Times-Picayune-States

*First issue Jan. 4, 1948

Chicago and Northern Illinois... Printing Center of the World



Working on big printing presses in Chicago has been my job for 20 years. I help print the millions of books, magazines and catalogs that Chicago publishers and mail order houses send every year to readers all over the world. In my lifetime I've seen my home town—Chicago—take the lead in printing. The concentration of skilled labor and equipment in the graphic arts industries of this region is today unequalled anywhere in the world.

"Printing is my business, and I'm glad I live and work in Chicago where opportunities in my line, and many others, are greatest."

This pressman* is one of 65,000 skilled craftsmen who work in Chicago's tremendous printing industry. The graphic arts group in this area is the most mechanically complete and widely diversified in the United States. It ranks first in number of employes, wages paid, number of establishments, and is highest in economic value. Located here are the three largest commercial printing plants in the world, as well as hundreds of smaller printing specialists with fine skills and equipment to meet every conceivable requirement as to artistry, economy, and flexibility of processes.

Everything from mail order catalogs to technical books is

Industries in this area have these outstanding advantages: Railroad Center of the United States • World Airport • Inland Waterways • Geographical Center of U. S. Population • Great Financial Center • The "Great Central Market" • Food Producing and Processing Center • Leader in Iron and Steel Manufacturing • Good Labor Relations Record • Tremendous Coal Reserves • Good Government • Good Living • Good Services for Tax Dollars • **Send for free booklets containing useful information on these advantages.**

For more information, communicate with the

TERRITORIAL INFORMATION DEPARTMENT

Marquette Building—140 South Dearborn Street, Chicago 3, Illinois—Phone RANDolph 1617

**COMMONWEALTH EDISON COMPANY • PUBLIC SERVICE COMPANY OF NORTHERN ILLINOIS
WESTERN UNITED GAS AND ELECTRIC COMPANY • ILLINOIS NORTHERN UTILITIES COMPANY**

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DECEM

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, Sales Management, Inc., 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number:

NEW REPRINTS

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants, by Lewis Llewellyn. (Price 5c)

164—How To Sell To Dealers, by W. C. Dorr. (Three articles.) (Price 20c)

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

ADVERTISING

160—National Brands Now Get Full Recognition in Kroger Chain. (Price 5c)

159—Does It Pay to Repeat an Ad? Tests Say "Yes." (Price 5c)

158—Primer on Prize Contests, by Frank Waggoner. (Price 5c)

158—How to Increase Sales Through Better Media Selection, by Arthur Hurd. (Price 25c)

HUMANPOWER PROBLEMS

163—Bigelow-Sanford Pay Plan Teams Salary with Two-Way Incentive. (Price 5c)

161—Why I Lost That Order. (Price 5c)

155—Morale in the Sales Force: What Can We Do To Keep It Healthy? by R. L. Cain. (Price 5c)

154—Ideas for Solving Your Biggest Post-War Problem: The Training of a Hard-Hitting Sales Force. (A portfolio of 12 articles.) (Price 50c)

153—A Heart-to-Heart Talk with Salesmen About the Company's Advertising by E. A. Gebhardt. (Price 5c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

131—Hiring Will Be Easier—if You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 5c)

130—How to Spot, Appraise and Spike Grievances Among Salesmen, by Robert N. McMurry. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

112—Six Sound Reasons Why You Should Use a Patterned Interview in Hiring Men, by Robert N. McMurry. (Price 5c)

MARKETS

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

125—New York Buying Groups Increase Department Store Memberships in 1946. (Includes tabulation of New York buying offices.) (Price 10c)

MANAGEMENT

151—Where Will Profits Come From? by A. J. Gallager. (Three articles.) (Price 50c)

REFERENCE TOOLS

144—A Current Reading List for Sales Executives and Salesmen. (Price 25c)

135—A Current List of Selected Information Sources for Businessmen, by Peter B. B. Andrews. (Price 10c)

117—A Selected Reading List for Professional Salesmen, by Dr. James F. Bender. (Price 5c)

CLEARTYPE SALES CONTROL ATLAS

A loose leaf Atlas 8 1/2" x 11", containing a map of the United States, each of the 48 states, and the District of Columbia. Available with or without indexes. Each state map and index shows all counties and towns of 1000 population and over.

Each map and index mounted on a fine grade of linen and surfaced with Du Pont Thermium Film.



Net price with indexes: \$69.60

Net price without indexes: \$38.00
F.O.B. New York City

WILL LAST FOR YEARS!

AMERICAN MAP CO. INC.
16 East 42 St., New York 17, N.Y.

R for PROFITS A + B = Export Sales..

WHERE:

A equals executives with 20 years of experience in foreign trade and banking, backed by adequate finances.

B equals Ensenat & Co., Inc. acting as an integrated export department of selected manufacturers, assuming all risks and responsibilities from order-getting to collections.

Let us discuss your problems in person at your factory or office.

Ensenat & Co., Inc.

Hibernia Bank Bldg.

New Orleans 12, La.

Armour Shows Dealers The "How" Of Full-Line Selling

Based on an interview with **W. S. SHAFER**
Vice-President in Charge of Sales, Armour and Co.

Canned meats were spotty sellers because retailers, as a rule, didn't see them as a line, didn't merchandise them properly through mass display. A film is now demonstrating a tested way to create more impulse sales.

Among the hundreds of food items produced by Armour and Co. is a complete line of "pantry shelf" meats put up in cans and glass, more than 20 items in all. Sales executives in the Chicago headquarters office, after analyzing merchandising reports, decided about a year ago that current methods of obtaining distribution were not bringing the desired results.

Study revealed that there was an undesirable spottiness in the canned meat trade. Certain items had broad distribution, general acceptance and were selling like hot cakes. Others, seemingly desirable, were moving

slowly. Sometimes an item which went well in one spot had very little sale in another.

Top sales chiefs wanted an answer to the question, "Why?"

They found that many dealers and, for that matter, many company salesmen thought of canned meats in terms of individual items rather than as a line of associated products. Leaders of the line, such as spiced luncheon meat, corned beef hash and Vienna sausage received individual attention, while other items which could be good sellers did not get adequate distribution and display.

Armour executives, out of long experience, knew that if a food store would make a mass display of all of their canned meat products, loading the shelves full, making a complete Armour section, and giving each item in the line good position, not only would all items move reasonably well, but sales out of the section would go up from 200 to 300%.

This fact was not based on guess. Such departmentalized sections had been installed in super-markets, chains, independent stores, both large and small, in widespread areas, and had been closely checked and watched. Always, when such a display was put in sales jumped. They might settle back a little after a time but they remained permanently on better levels.

In studying the problem of how to speed development of canned meat sections in retail stores, Armour officials decided that a new approach was needed. First, company salesmen must be enthusiastic about the plan. Then, the salesmen needed help in getting the message over to dealers.

Both salesmen and dealers are accustomed to printed material and talk. While these selling methods bring some results, and always will, it cannot be denied that words alone, whether printed or spoken, are often greeted with tongue in cheek, a pound of salt and skepticism that borders on the stoical. Talk to some people is like water on a duck's back, to toss in an extra simile.

If talk won't do the job, the company's top chiefs asked, what can we substitute for words? Out of that query came a 33-minute motion picture by Associated Filmakers, Inc., New York City, in Kodachrome with sound, expertly photographed and produced at a cost which in itself is impressive. It is called "The Shopping Lady." The lady who looks as "housewifey" as any young housewife possibly could, is the hook upon which a rather broad and convincing sales story is hung.

The film was shown to the sales organization first. Then it was shown to individual dealers, with cautious reserve, to get their reaction. They didn't say much, but apparently it started them thinking. In a short time word got around and requests



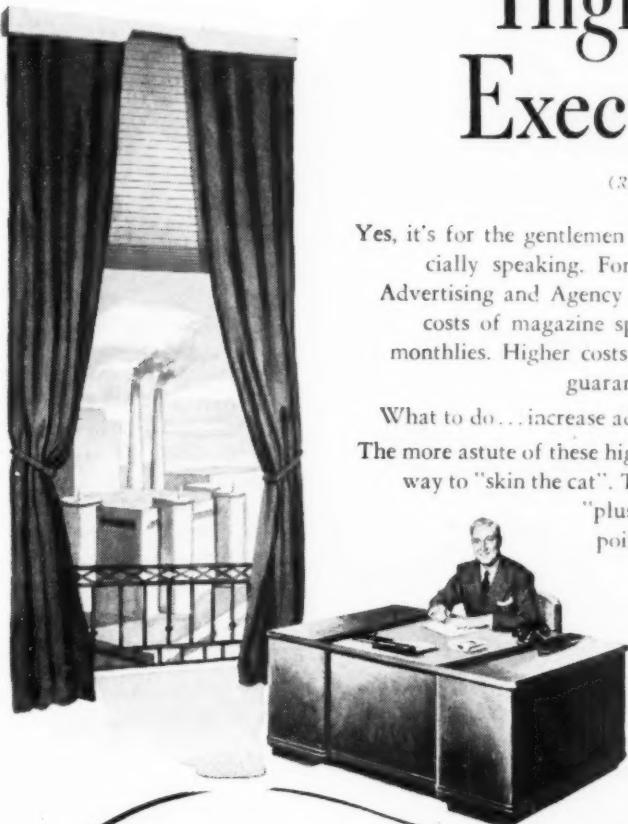
EDUCATING BY EXAMPLE: By putting "The Shopping Lady" under the sharp focus of the camera, Armour enables retailers to see for themselves the pull of well-organized mass displays in a model super market layout, thus creating more sales.

This message is for High Powered Executives only...

(Reading Time - 50 seconds)

Yes, it's for the gentlemen who have to "skin the cat", financially speaking. For the hard-hitting Sales Managers, Advertising and Agency executives faced with the spiraling costs of magazine space in many leading weeklies and monthlies. Higher costs that offer no increased circulation guarantees, no larger bonus circulations!

What to do... increase ad budgets?... decrease ad insertions? The more astute of these high powered men have found another way to "skin the cat". They've examined **Liberty's** exclusive "plus package." They've found, point by point, it is '48's most *profitable magazine buy*. We suggest you investigate. You'll undoubtedly be startled.



Here it is . . . **LIBERTY'S EXCLUSIVE "PLUS PACKAGE"**. It's producing results for many leading advertisers.

1. Greater ad visibility because of 50% editorial to 50% advertising policy.
2. Greater ad readership in *both* four color and black and white as proved by Starch.
3. Climbing, steadily climbing circulation. **Liberty** is the *only* general magazine among the 3 top weeklies and 4 top monthlies to gain circulation during the 1947 periods audited by the ABC. Now selling over 1,600,000 copies.
4. An active buying readership of over 7,500,000, the majority under 45 years, who are in the *acquiring* periods of their lives.
5. Low base rates give *absolutely* highest circulation per advertising dollar.

*Yes, there's
Activity in Liberty!*



LIBERTY MAGAZINE, INC. Paul Hunter, Publisher
Advertising Offices . . . New York, Chicago, Detroit, Los Angeles



JUMBLE: These disorganized shelves fail to induce the shopper to buy two or more meat products at one time as a base for planned meals.



ORDER: Stocks are full, related items next to each other. The shopper instinctively reacts to the shopping ease of organized, mass displays.



PAY-OFF: Armour's salesman checks the stock for repeat orders after canned meat display has been shopped by customers for a few days.

began to come in to give showings at dealer meetings and before dealer employe groups. Each showing brought other requests.

"The average store operator necessarily is in his own store during business hours," says W. S. Shafer, vice-president in charge of sales. "Concentrated on his own business, he has little opportunity to see what other retailers are doing. 'The Shopping Lady' brings him new ideas, sharpens his incentives. We figure it cost us between \$20 and \$30 a salesman to get the message over. Its impact has proved that the investment is worth while. We get results."

Armour's sales research men knew from the reports of company salesmen and their own studies in the field that many retailers and their employes did not know how to build an impressive and sales-getting canned meat department. There are many points to remember such as putting binders between layers of cans to hold them solid; putting glass goods on the bottom shelves to guard against breakage; keeping shelves full yet leaving "holes" to make pick-up sales easy; massing goods from eye-level down rather than up; placing cans so that the product—and company—identification label faces the buyer.

Not all retailers know that the best way to build a sectional display is to clear shelves completely and start working from scratch. They do not fully appreciate that if the display is right, impressive and intriguing, the woman will "shop" it from top to bottom, following the continuity of labels, and through impulse will pick up more cans than she had planned when she came in.

The woman in the kitchen is concerned with preparing three meals a day. Before she goes to the store she usually makes out a shopping list. This generally is limited to necessities. When she gets to the store items which hadn't been in her mind catch her eye. And that's where the tempting display comes in.

In preparing to photograph "The Shopping Lady," a complete store, self-service type, approaching a supermarket in elaborateness, was set up in a studio. The newest and most modern equipment was used. Infinite pains were taken to be sure that everything was realistic and practical.

Top-flight Armour executives and the most skilled salesmen on the company's staff were asked for ideas. Armour writers prepared the preliminary script. After that it was turned over to professional script writers who tore it to pieces, rewrote it, tore it to pieces again and rewrote it two

Calvert



Distillers Corporation

GENERAL EXECUTIVE OFFICES - CHRYSLER BUILDING, NEW YORK - DISTILLERIES BALTIMORE, MD. - LOUISVILLE, KY.

406 MONTGOMERY STREET
SAN FRANCISCO 4, CAL.

November 12, 1947

Publisher
San Francisco Examiner
San Francisco, California

Dear Sir:

We have put "SALES OPERATING IN NORTHERN CALIFORNIA" to specific use in our operations.

We found that some salesmen had too many accounts and some had too few. Also that we were not covering a portion of our market. We re-organized all territories according to Sales Control and added to more sales territories.

Our old program did not allow our salesmen sufficient time with the customer to accomplish anything. Now our calls are far more productive.

Very sincerely,

Roy F. Peters,
ASSISTANT DIVISION MANAGER



... far more productive."

Users of "SALES MARKETING IN THE NORTHERN CALIFORNIA MARKET" all agree.

The San Francisco Examiner's sales control gives their organizations a new, more efficient selling tool.

The sales control is the first of its kind for the market. It covers northern California's 47 counties and the Reno-Carson City area, Nevada. It examines thoroughly the nine-county market of the San Francisco Bay retail area.

FIRST
FOR OVER 60 YEARS IN
NORTHERN CALIFORNIA

SAN FRANCISCO EXAMINER

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE
DECEMBER 15, 1947

**The JOURNAL
now offers
advertisers
the largest
circulation in
its history
both Daily
and Sunday**

**The PORTLAND
Metropolitan District
now has the largest
POPULATION
in its history
according to
Bureau of Census figures:**

April 1940 Census	406,406
April, 1944 Sample Census	531,548
April, 1947 Sample Survey	534,422

YOU need the Journal to sell effectively in Oregon's only Major Market...Metropolitan Portland and its Retail Trading Zone.

The JOURNAL
Portland, Oregon
2nd largest
Evening Newspaper
on the
Pacific Coast

Member Metropolitan & Pacific Parade Group

Represented Nationally by
Reynolds-Fitzgerald, Inc.



or three times more, to make the desired points come out quickly and with emphasis.

Two main lessons are taught in the film, each built around a display. The displays are:

1. A badly built display, but not too bad. It's the kind of display one sees every day in some store or other. Cans piled up in no particular order, labels this way and that, shelves with little or nothing on them, items in wrong sections.

2. A well filled display, meat items from top to bottom and from one side to the other, every label on every can facing the buyer with the order and uniformity of a well trained regiment of soldiers.

How It Works

The pay-off is that The Shopping Lady, trimly blue in a neat street suit, pushing her shopping cart before her, approaches the "bum" display. She glances at it unimpressed. She saunters by, eyebrows raised. No buy. Then, on a later visit, she comes to that full and pleasing Armour section. She stops, looks, and you can almost hear her think. Eyes take in the top shelf. They move down, back and forth, up. Ah! That good old salesman named *Impulse* is getting in his work.

The trim and rather pretty Shopping Lady, who looks not unlike many other young shopping ladies today, picks up a can of corned beef hash, a bottle of lambs tongues, a can of tamales, another of frankfurters. She studies the display a little more. Diliberately, even a bit hesitant, she adds another can and then another. Satisfied, she saunters on.

The impact in the dealer's mind comes, very likely, from the fact that he has seen both of these small dramatized plays enacted in his store time and time again without ever giving the matter a second thought.

"The value of this dramatization of two situations that are enacted in real life in thousands of stores by hundreds of thousands of shoppers every day is three-fold," Mr. Shafer maintains. "Armour salesmen, seeing it portrayed, are fired to go out and get better displays for Armour products in stores; store owners and managers, convinced, are likely to return to their stores and build similar sections; employees, reminded of a situation they all have seen repeated again and again, will take new interest in keeping the displays filled and orderly. It all adds up to more sales of a wider range of Armour products."

In addition to all this, Armour

men have held sales meetings with various groups, built around The Shopping Lady. The film is shown in just 33 minutes. The rest of the time, still holding the men's interest, but using the film for a "hook," brings to use various other sales tools.

"A sales film, to be properly produced, must be planned with utmost care in advance of the shooting," says Mr. Shafer. "But well done, it can have a long life. A news film is quickly dead. A merchandising film can go on and on. We began showing The Shopping Lady last May. We've shown it to the Armour organization, to dealers and store managers, to floor salespeople, to retail organizations and retail dealer organizations, to voluntary retail groups and co-operative groups.

Straying a bit from straight selling, but selling just the same, The Shopping Lady film takes time to inform the audience on some of the advantages found in dealing with a large organization such as Armour and Co. It gives short flashes of fat cattle in the stock yards, of prime beef in coolers; pictures tests going on in the company laboratory; gives an idea of how the Consumer Service kitchen is operated and why; explains with voice the Armour Consumer Panel, selected housewives in all parts of the country who receive unlabeled cans of meat to use and report on; tells the story of Armour's tested recipes; explains the endless search for more knowledge about what people like to eat.

Why Family Labeling?

The film points out that in this day of ever-increasing self-service the customer waits more and more on herself and therefore labels and tempting packages are increasingly important. Voice tells the story of Armour's new labeling. "Family Labeling," it is called. During the telling, various displays of Armour products, labels and packages emphasized are shown. And then by voice this convincing argument to the sales organization:

"The best package in the world won't sell goods unless the dealer gets the goods out where the customer can see . . . and buy."

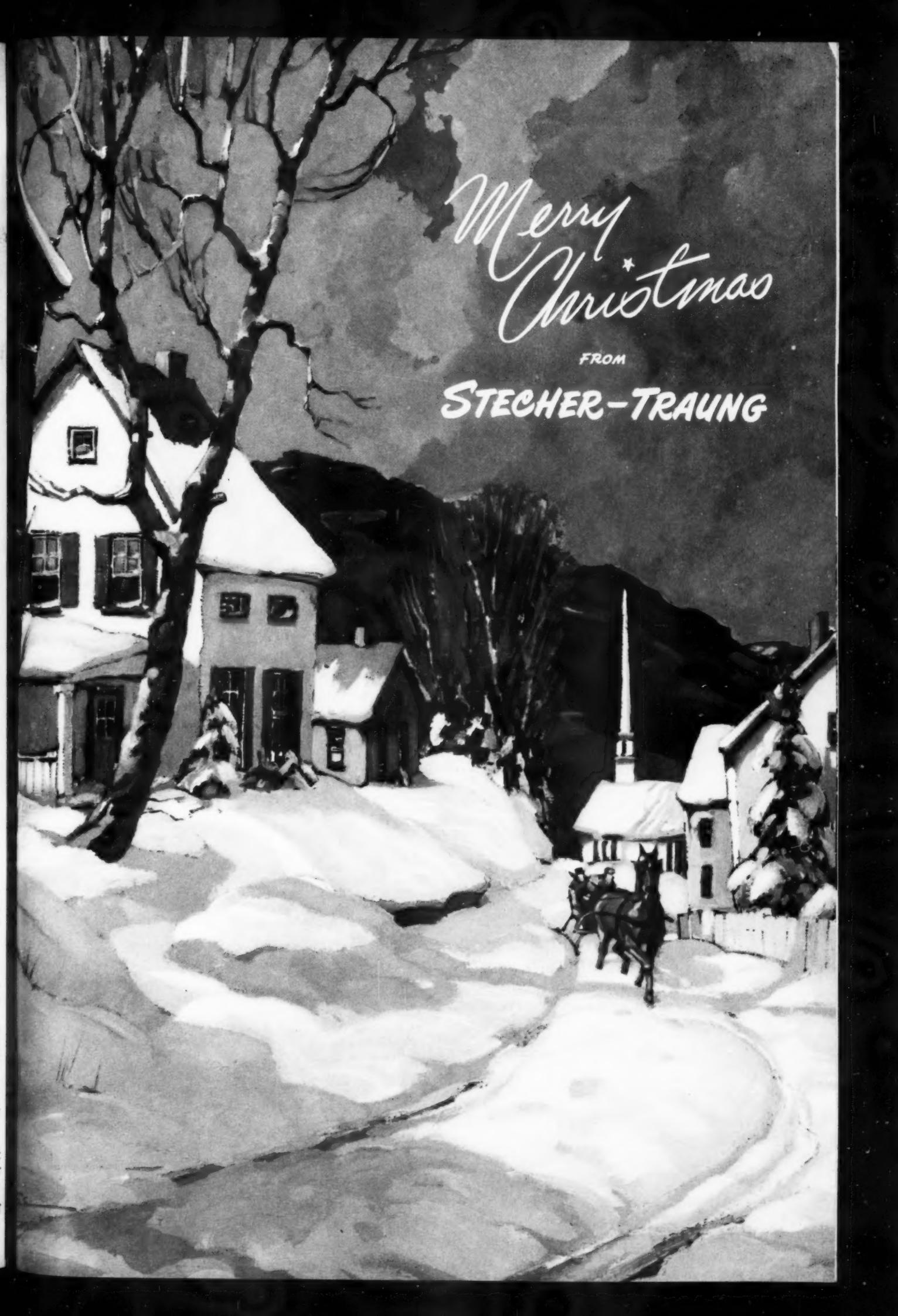
"Only a few years ago only one customer in four was a buyer of canned meats. Now three out of every four are buyers."

Again:

"Variety encourages impulse buying."

And finally:

"Check your stock. Be sure that fast selling, profitable items never run out."



*Merry
Christmas*

FROM

STECHER-TRAUNG



Walter T. Sacks, noted artist, was commissioned by Stecher-Traung to make the original oil painting reproduced on this and preceding page.

FULL COLOR

THE STECHER-TRAUNG WAY

Many recognize the selling power of FULL Color, but not everyone

knows how to take complete advantage of this dynamic sales force.

That's where Stecher-Traung's long experience and merchandising "know how"

prove immeasurably helpful . . . Get the facts on FULL Color—discover

how the exclusive Stecher-Traung "Gang Run" Method provides top quality

FULL Color folders, booklets and other literature at mass production savings.

SEND FOR THIS BOOK. This valuable book shows how easily you can impart quality, distinction and extra selling power to your advertising material through the use of FULL color. Write for free copy.



STECHER-TRAUNG

LITHOGRAPH CORPORATION

Rochester 7, New York. • San Francisco 11, California

BRANCH OFFICES

Baltimore, Boston, Chicago, Columbus, Harlingen, Los Angeles, Macon,
New York, Oakland, Portland, Sacramento, St. Louis, Seattle



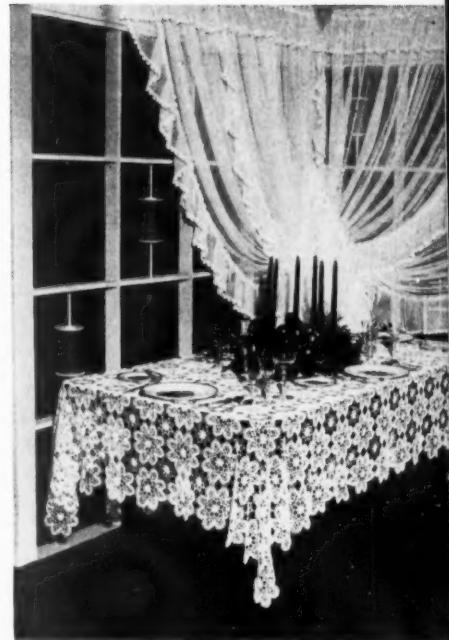
Needlework Exhibit Glorifies Story of Thread

A line of "wallflower" products, unexciting in themselves, is built up to spectacular exhibit values by display of exquisite clothes and accessories that can be made from them.

The American Thread Co. demonstrated recently how strikingly a commercial exhibit can stand out among hundreds of the non-commercial variety. This was done through a display in November, in the Women's International Exposition, at the 71st Regiment Armory, New York City, a perfect background for the firm's crochet and other Star Brand products. The company was meeting the women on common ground, since a large proportion of the clubs and organizations exhibiting there showed handwork and needlecraft, a field in which it is well versed.

The exhibit was impressive partly

because of its size, 20 x 36 feet, which was larger than that of the non-commercial exhibits and even larger than the other commercial displays. But it would have attracted attention even among the best professional displays, through its layout and design, the ideas it portrayed, and the inherent interest of its exhibits. Its white latticework walls enclosed and unified it, yet permitted an enticing view of table settings, panel displays of needlework, model nursery (complete even to mannikins representing a young mother, a toddler and an infant). The firm's brand, STAR, was featured through



PROMOTION DE LUXE: (Above, left) White latticework surrounding the exhibit space permitted a view of the interior to entice visitors.

BASSINET: (Above, right) Made of tufted pink satin, illusion net and Irish crochet, it's valued at \$1,000, is now on tour in department stores.

CHRISTMAS TABLE SETTING: (Center) A hand-made snowflake pattern tablecloth like this one is likely to leave feminine visitors spellbound.

NURSERY: (Right) Mother's bed-jacket (crocheted), child's clothes, bassinet, baby's christening dress, even the lace on picture frames, demonstrate end-uses of American Thread products.



the trade-mark emblem, a star in a circle. Over-size spools, made for the occasion and wound with the firm's thread in various colors, were set in many of the lattice squares, adding an appropriate decorative touch.

Any woman fond of needlework would have been attracted to the entire display, but particularly to the nursery with its many appealing features. Among these were the pictures and mirror, framed with crisp, crocheted lace, on the wall. Hand-sewn toys were shown in an unusual manner—on tiny wooden ledges which seemed to be growing on a stylized tree painted on the blue-and-white wallpaper. The mannikin mother wore a hairpin crocheted bed jacket; the toddler a crocheted dress, and the baby a handsome christening robe trimmed with many yards of hand-made lace.

The three mannikins were grouped around a "bower for the baby," a \$1,000 bassinet made of tufted pink satin, illusion net and Irish crochet.

The bassinet has now gone on tour to leading department stores in the United States, where it will be shown in needlework departments until August 1, remaining in each store a

month. It will then be refurbished, to be presented to the first baby born in the New York area after the sounding of the opening gong for next year's Women's International Exposition. By that time, after having been viewed by thousands of persons throughout the country, there should be widespread interest in the outcome of this promotional event.

Showmanship Pays

The bassinet and christening gown are already reaping the benefits of some of this showmanship, and are being featured in the editorial pages of the January issue of *Today's Woman*. The magazine is also offering its readers instructions for making these items.

Next to the nursery, the four table settings shown in American Thread's exhibit at the Women's International Exposition were most popular. Representing the four seasons of the year, they demonstrated not only fine needlework, but also fine china, silver, glassware, and floral arrangements—as well as ideas—from such authorities as Constance Spry, Carole Stupell, Plummer, Dana Merrill and others.

The Thanksgiving setting was

especially attractive, with its autumn flowers, fine china, silver and glassware—shown on a tatted tablecloth valued at \$2,500.

The Christmas tablecloth was crocheted in a "Snowflake" pattern developed by the American Thread Co.'s Design Studio, and the table setting included Plummer's famous Christmas tree china.

There were less elaborate settings for spring and summer, the latter with firecracker-type candles as part of the centerpiece. Behind each table setting there were sheer white Priscilla curtains, vastly improved by the addition of a crocheted edging around the ruffles. During the week of the Exposition, there were experts in the booth to answer questions and give instructions on making the things shown; and STAR instruction books and picture pattern books were on sale there.

At this writing, it is too early to try to trace results of American Thread's display at the Exposition. Judging by the milling crowds and by the comments overheard, the strong interest in needlework—which most women who attend the Exposition have—must have been intensified in many cases.

FOR IT'S A JOLLY GOOD TEST TOWN

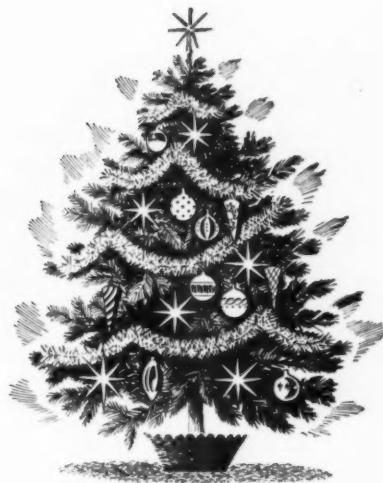


Advertisers and agencies harmonize on South Bend, Ind. They gave eight reasons—in a recent Sales Management survey—for selecting it as a top test market. 1. Strong newspaper of adequate coverage. 2. Good tests in past. 3. Prosperous town. 4. Industries near farms. 5. Good secondary market. 6. Isolated from outside influences. 7. Industrial town. 8. Typical of its region... Write for your free copy of our market data book entitled "Test Town, U. S. A."

The
South Bend
Tribune

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES





there's no magic in mere numbers!

From all the trees in the forest, you'll choose only *one kind* to deck with Christmas lights. And it's the same way when you're advertising a home product. Remembering that teen-agers don't buy carpets, and stenographers aren't top customers for cake flour, you'll look for the only kind of reader who can brighten your sales picture. And that's the full-time, 24-hour-a-day *homemaker*.

An audience of *homemakers exclusively* is the reason you find the big names among home product manufacturers month after month in the American Home. Its editors write of homemaking—and nothing else. So its readers are homemakers—and nobody else. You don't squander a single advertising

dollar on those who are *unlikely buyers*.

What's more, these readers are the active buying heads for over 2,500,000 homes. As they read, these folks are shopping for home needs. You tell them and sell them while they're in a home-thinking, home-planning, home-fixing mood.

Whether you're marketing mattresses or mayonnaise, rugs or refrigerators, insulation or insurance, your home product advertising travels in congenial company, reaches a congenial audience, in the American Home.

For reader magic that can light your sales goal next month and every month, you can't beat the American Home . . . Try it and see for yourself.

FOR HOMEMAKERS ONLY...



► *More than 2,500,000 families with a consuming interest in the home* ◀



****Proved by actual audited research**

Since they continue working years after they have paid for themselves—by investing only 10% of your advertising budget annually in dealer signs, the fifth year you have the equivalent of an appropriation 1½ times as great as your actual expenditure.

For over a quarter century we have regularly served leading merchandisers including Westinghouse, Frigidaire, Delco-Heat, Kelvinator, Shell, A & P, Pittsburgh Paints, Lowe Brothers Paints, Dupont and many others. Learn why.

THE FINEST SIGNS EVER PRODUCED AT THE LOWEST COST IN HISTORY

Certified audited records show Artkraft* signs to be 999/1000 perfect over a period of years.

THEY LAST BECAUSE THEY'RE MADE THAT WAY!

Exclusive Underwriter approved features include:

- Porcel-M-Bos'd letters raised out of heavy sheet steel, 75% more attractive and legible.
- All-welded electro-galvanized frame.
- Bonderized and baked synthetic enamel or porcelain finish.
- No exposed bolts.
- Removable streamlined front end permits access for servicing without use of tools.
- Rugged copper bus bar replaces ordinary cable.

IMMEDIATE DELIVERY

Write for literature and instructions on how to set up a successful dealer sign program.

THE ARTKRAFT* SIGN COMPANY
Division of Artkraft* Manufacturing Corporation
1000 E. Kibby Street Lima, Ohio, U. S. A.

THIS COUPON FOR YOUR CONVENIENCE

THE ARTKRAFT* SIGN COMPANY
Division of Artkraft* Manufacturing Corporation
1000 E. Kibby St., Lima, Ohio, U.S.A.

Please send, without obligation, details on Artkraft* signs.

We are interested in a quantity of outdoor dealer neon signs.
 We are interested in a quantity of Porcel-M-Bos'd store front signs.

NAME

FIRM

CITY



**SIGNS OF
LONG LIFE***
FOR
**QUANTITY
BUYERS**

*Trademarks Reg. U. S. Pat. Off.
**Proved by actual audited research.

The Origin of This Month's Pictographs

A four-way survey of drug salesmen sheds new light on productivity.

The first three pages of this month's Marketing Pictographs are devoted to selected items culled from a report of nearly 200 pages, "An Analysis of the Job of the Service Wholesale Drug Salesman," prepared for the National Wholesale Druggists' Association, by its Committee on Sales Management, under the direction of Charles T. Lipscomb, chairman. The study was made by James H. Davis and supervised by Dr. Herman C. Nolen.

Many of the findings, the editors feel, apply just as strongly to manufacturers' salesmen and to salesmen of other types of wholesalers.

Actually the findings in the report were developed through four surveys: (1) a questionnaire to N. W. D. A. members, (2) a questionnaire sent to all salesmen of N. W. D. A. members, (3) a questionnaire sent to retail druggists, (4) a time and duty analysis of 70 wholesale drug salesmen from nine wholesale firms to find out what the salesmen are actually doing, and how they are doing it.

Selling as Time

In the Pictographs which follow, a distinction is made between selling in stores, other essential time in stores, and non-essential time in stores.

Selling is defined as time actually spent in trying to sell specific items, and includes stock checking, selling from samples, selling from printed matter, selling without aids.

Essential time includes writing up orders from the want book, dealer assistance (displays, advice on selling, managerial advice), collection and adjustment, sales promotion.

Non-essential time includes waiting for the interview, broken interviews, general conversation, idleness.

Time spent outside the store includes travel time, eating time, writing up or telephoning orders, and any non-essential time spent during the normal business day.

The findings represent a challenge to management in that the need for better training of both new and old men is emphasized so strongly. Note, for example, the amount of non-productive time of the best and the poor salesmen. What can management do to help men to cut waiting time, broken interviews and general conversation down to a minimum?

MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.



How Wholesale Drug Salesmen spend their time

(See description on opposite page of the survey conducted by
The National Wholesale Druggists' Association)

1

41 days a year in actual selling

Averages of the most efficient and the least efficient traveling salesmen show that a 240-day year is divided:



2

this is a typical selling day



3

this is a typical sales call





Mister One-Point-One!



Imagine, if you will, a typical CORONET family unit consisting of 3.6 people—of whom 2.5 regularly read each issue of the magazine. Shown above is the remaining Mr. 1.1.

He's well named, for nearly 200,000 CORONET babies are born each year—an average of 1.1 every three minutes.

Better than 60% of these families own their homes, so Mr. 1.1 is pretty comfortably fixed (note that ermine).

Because he's a thoroughly normal young prince of a typical CORONET family, there are eight

chances in ten that Mr. 1.1 will graduate from high school... He's an even money bet to go to college, for over 50% of all CORONET readers did... And he has better than one chance in four of wearing a mortar board—for approximately 28% of the CORONET millions are actually university graduates!

There's no doubt about it, Mr. 1.1 is a pretty darned important young prince. But it's his bedtime now, so we'll tuck him in and get on with the business.

What does all this mean to you?

It means that CORONET people—constituting 6% of all U.S. fami-

lies—are at the very *top* of the normal buying market!

And it means that *your* advertising in CORONET will address that market in one of the most completely *read* magazines ever published.

For here is a tremendous fact:

Of the 2.5 people per family who regularly read each copy of CORONET, 50.4%—or between 2,500,000 and 3,000,000—tell us they read an average article in the magazine from beginning to end!

The reason? CORONET is the only multi-million magazine available to advertisers that was literally *engineered* for ease of reading and continuous reader traffic from cover to cover.

Coronet

2,000,000 GUARANTEED CIRCULATION



NEW YORK . 366 Madison Avenue PHILADELPHIA . 1700 Walnut Street

CHICAGO . . Coronet Building

BOSTON 525 Statler Office Bldg.

DETROIT . . . 417 New Center Bldg. LOS ANGELES . . . 448 South Hill Street

SALES MANAGEMENT



How Wholesale Drug Salesmen spend their time (cont'd.)



4

general conversation is a big waste

The biggest elements in non-essential time are actual waiting for the buyer, interruptions, idleness (a small factor), and general conversation. Friendly gossip has its place, but can be overdone. Consider the following comparison of the day's work by some of the best salesmen and some of the poorest.

General Conversation



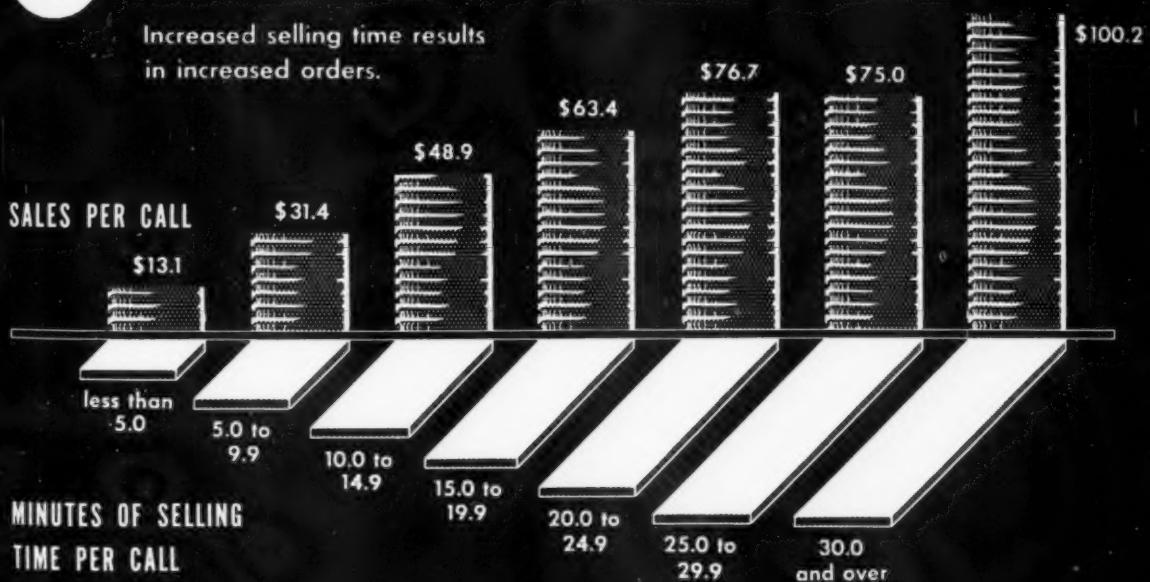
Selling



5

the longer the call, the bigger the order

Increased selling time results
in increased orders.



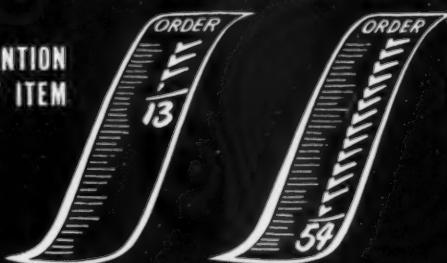
6

routine mention vs. a selling reason

Real sales arguments are more than four times as effective as routine mentions.

% SOLD OF ITEMS MENTIONED

ROUTINE MENTION OF ITEM



GENUINE SALES ARGUMENT



PICTOGRAPH BY
Sales Management
12-15-67

fact:
family
copy of
between
tell us
in the
end!
is the
avail-
liter-
leading
from

Street
One Blvd.
1 Street
EMENT

The Hearst Newspapers *argue*
Peace with



s again urge America to bolster in Preparedness

FROM AN EDITORIAL BY

William Randolph Hearst

PUBLISHED IN THE HEARST NEWSPAPERS APRIL 6, 1935

"The duty of our Government is to keep America out of war, and *to keep war out of America*.

"The second part of our duty is as important as the first part.

"We must keep the ravages of war out of our own land.

"We must be prepared to protect our country and our people.

"We must have an army and a navy and air force to defend our people from attack.

"Every intelligent citizen knows that we want military forces for defense, not for aggression.

"We want them to preserve peace, not to make war.

"And it is as much the duty of Government to protect its people from the assaults of enemies from without as it is to protect them from dangers from within.

"The primary obligation of good government is to insure conditions of peace to its people, protection from danger and disturbance, so that they may spend their lives, enjoy their liberties and prosecute their occupations in safety and security.

"The motto of America should be: *Millions for defense but not one cent for oppression and aggression.*"

WRHearst

Twice, in a little more than a generation, America has been attacked.

Twice, we have been forced into long and exhausting wars *when we were not prepared*.

The Hearst Newspapers have helped to rouse millions to the fact that only a strong U. S. A. can be a peaceful U. S. A. They will continue to pound this point until the truth penetrates to the last professional pacifist.





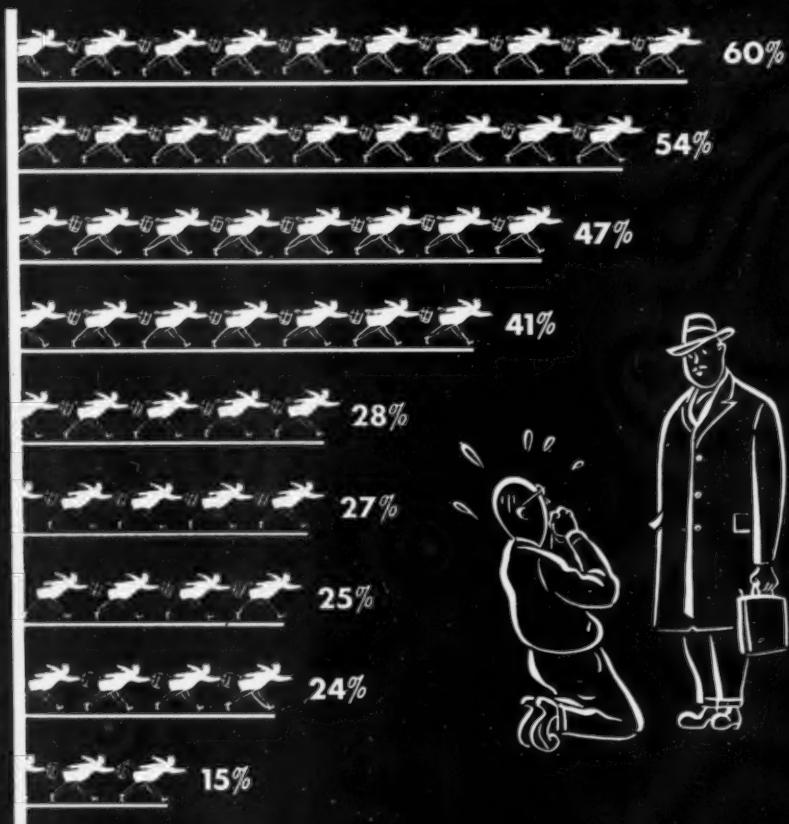
How Wholesale Drug Salesmen spend their time (cont'd.)

7

what druggists want from salesmen

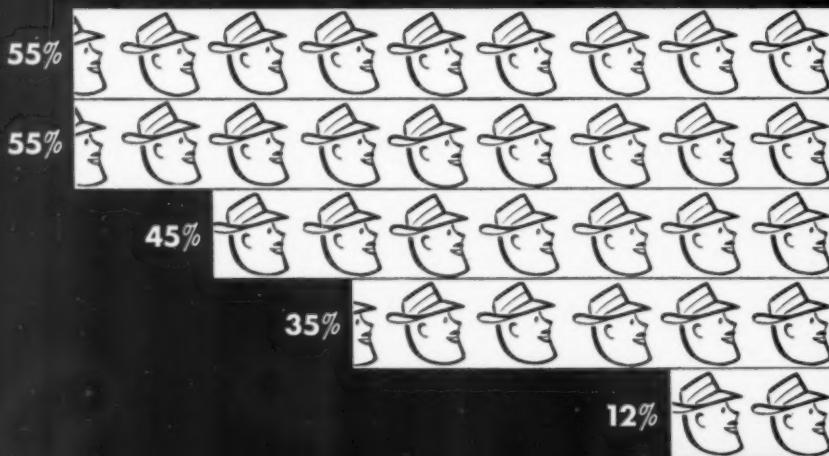
When asked what types of advice and assistance they want from salesmen, 473 independent druggists answered as follows:

- Sales promotion advice
- Advice to clerks
- Information about promotions of other druggists
- Advice on display arrangement
- Information on items not stocked
- Assistance in getting displays
- Advice on store layout
- Assistance on display arrangement
- Managerial Advice

**8**

what training does the salesman want from the house?

Salesmen realize that druggists want advice and assistance; they in turn want help on that from the boss. 397 wholesale drug salesmen reply to the question, "What type of training do you believe that you need?"



How to assist retailers in promotion and display

Salesmanship

Product knowledge

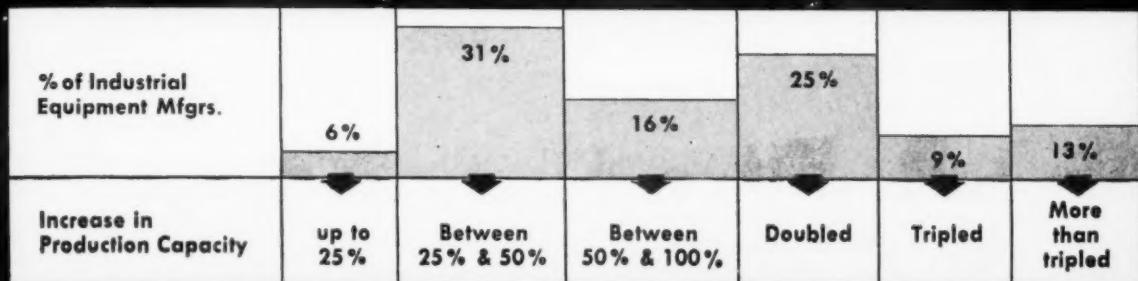
Prices, sizes, etc.

Retail operations

SELLING CAPACITY has not kept pace with PRODUCTION CAPACITY

(Based on a current survey conducted by Factory Management & Maintenance among Manufacturers of Industrial Equipment*)

Increase in Production Capacity as a Result of the War



PRODUCTION CAPACITY UP 92% TO 130%!

Increased Sales Staffs to Carry this Expanded Production Load

PRODUCT MANUFACTURED	AVERAGE CHANGE IN SALES FORCE	PRODUCT MANUFACTURED	AVERAGE CHANGE IN SALES FORCE
Air Conditioning, Heating, Ventilating and Refrigeration	-9%	Packaging Equipment and Supplies	no change
Building Equipment, Materials and Supplies	+34%	Paints	+75%
Electrical Equipment and Supplies	+24%	Power Generation and Distribution	+35%
Instruments and Meters	+53%	Power Transmission Equipment	+22%
Lubricants and Lubricating Equipment	+18%	Production Equipment	+33%
Materials for Manufacturing Materials Handling	+34% +88%	Contract Parts Fabricators	+1%
		Miscellaneous	+24%
		Total Returns	+35%

SALES STAFFS INCREASED ONLY 35%!

*The complete results of this study are available in a reprinted talk by Alfred M. Staelin, publisher Factory Management and Maintenance. Copies upon request.

McGRAW-HILL PUBLISHING COMPANY

330 West 42nd Street, New York 18, N. Y.

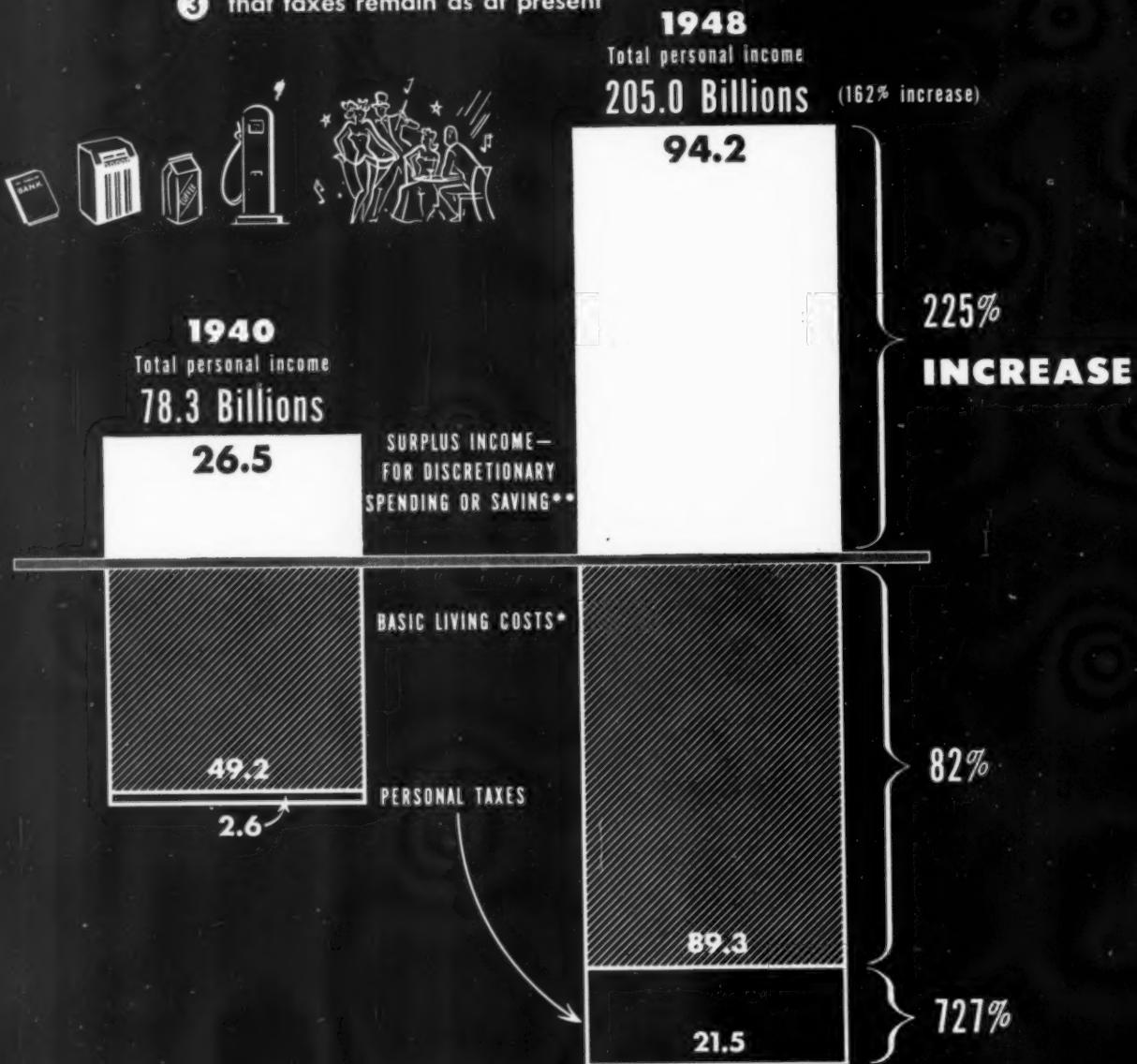
ADVERTISEMENT



THIS IS YOUR 1948 MARKET

After adjusting for increased cost of living and increased taxes we should have 255% more surplus income in 1948 than in 1940. This estimate is based on the following assumptions:

- ① that 1948 income will run at late-1947 annual rate
- ② that basic consumer prices remain about as at present
- ③ that taxes remain as at present



*Food, clothing, housing and household operation: increase of 60% in consumer prices from 1940 to 1948 and an increase of 13% in number of families results in an 82% increase in total expenditure required to maintain a 1940 basic standard of living.

** Includes \$3.7 billion saving in 1940 and \$11.6 billion saving in 1948.

If and as families decide to improve their basic 1940 standard of living this becomes a discretionary increase in living standards, with the money taken from surplus income. Thus the maker of a quality coffee competes with the radio set manufacturer and the gasoline refiner.

Promotion

Quinquennial Survey—Detroit

An impressive booklet, with an impressive title, "The Third Quinquennial Survey of Detroit," deals with every aspect of the Motor Town. The study is the result of 13,000 door-to-door interviews, covers everything from People (families, age groups, family income groups, etc.) through ownership and buying plans, to newspaper coverage. Book was prepared by *The Detroit News*, includes an Economic Map of the Greater Detroit Area. If you're aiming to tap the Detroit market, bone up on this one first. Copies from R. G. Brophey, General Advertising Department of the paper, Detroit, 31, Mich.

Market Data Booklet

The Minneapolis Star and Tribune has issued a new market data booklet on the Upper Midwest area. Included is an analysis of the market characteristics together with maps showing the daily and Sunday county coverage of the newspapers. Copies may be had from the National Advertising Department of the papers.

The Sky's the Limit

Until you see a map like the one being issued by *Aviation Maintenance & Operations*, with a Market and Data File, showing the location of airports and aviation distributors, you can't visualize the spread of airports. A second map is also available. It shows the location of manufacturers of aircraft, aircraft engines and propellers. The Market and Data File, included with the maps, covers the market the publication serves, contains a breakdown of circulation. Write Joseph Mehr, business manager, 205 East 42nd Street, New York 17, N. Y.

"The Farm Is a Factory"

We've culled that sentence from a release by *Atlantic Farm & Home Dealer* (1900 Chestnut Street, Philadelphia 3, Pa.). The sentence heads up a page of figures which attempts to give some idea of the demand for applicable machines, equipment and supplies for farms on the Eastern Seaboard. Another page gives the value of implements and machinery already on these farms. There's a wealth of information in the study which the publication will send you.

**The Record Newspapers—In
Troy, N. Y.—offer advertisers
99.8% coverage of the ABC
City Zone's 122,000 consumers**

The Record Newspapers Go Into the Homes of 99 Out of 100 Families Each Weekday

The ABC Troy City Zone . . . the big retail market upon which over 122,000 consumer-buyers depend for their supplies. Retail establishments total well over 2,000. Retail sales in the Troy market (1947) estimated by *Sales Management* at over \$77,000,000.00—effective buying income in excess of \$180,000,000.00. Nine banks with resources of \$165,000,000.00. Here's a big market, rich and compact, where a complete advertising job can be done through ONE medium—The Record Newspapers—at ONE low cost of only 14c per line.

ABC City Zone Occupied Dwellings:
31,863. City Zone
ABC Circulation:
31,811. ABC Total
Net Paid: 42,393.

In the ABC
Troy Retail Trade Zone
a full-page costs less
than 1 cent per
family reached

THE RECORD NEWSPAPERS

• THE TROY RECORD •
• THE TIMES RECORD •
TROY, N. Y.

Policies That Licked the Seasonal Selling Bugaboo for Koret

Based on an interview by Elsa Gidlow with **RAY ALIAMUS**
Director of Sales, Koret of California

The apparel business has always been plagued by peaks and valleys in production and sales. By concentrating on well-designed moderate-price "classics," Koret has gone far toward stabilizing markets on a year-around basis.

How Koret of California broke with tradition to accomplish a year-round mass-production industry is a story of masterly sales management, and the sound thinking back of it has for evidence the fact that in eight years the company has grown from one small San Francisco factory turning out a little number called the "Trikskirt," to 23 plants scattered throughout the Bay Area which produce 20,000 units a day.

In 1939 Koret had five employees and one salesman. Today the firm has 2,000 employees, 52 salesmen—and in the near future it expects the sales staff to number 100. Dealers now number well over 9,000. Ambitious post-war plans are already being realized, and to effect them Koret has just completed a three-year reorganization of the home office and territorial sales staff which will permit indefinite expansion both geographically and in volume.

To understand how radical is Koret's deviation from the fashion field norm, it is necessary to take a look at what were the prevailing conditions in the ladies ready-to-wear industry when the firm started in business.

Historically, this industry is one which has been governed by style changes. When Koret started in business the style seasons were important in marking the beginning or end of a particular business phase. For example, at the beginning of a spring season the manufacturer prepared a line of garments with which he hoped to make maximum sales. If his estimate was correct he would receive reorders throughout the season. If he was incorrect that season would be considered lost. In either event, once the possibilities of the line were exhausted all production stopped and the entire business was dead until work started on the line of the next

season. Numbers of companies still hold to this procedure.

Mr. and Mrs. Koret have been in the ready-to-wear industry a long time—Joe Koret for close to a quarter of a century. They already knew intimately that greatest of markets, the middle-income group. Analysis confirmed an idea they had: that what most young women (All women are young these days.) will buy most of are moderate price classics. Classics the Korets identify as "clothes that maintain their appearance and style for years and that can be worn with many different garments on several occasions."

The functional approach to fashion designing was the contribution of Mr. Koret's designer-wife, Stephanie, who in 1938 came up with an idea for a skirt to go with a line of sweaters her husband was selling. It was the since-patented Trikskirt with stitched-in pleats which can be folded so that they repleat themselves. A drawstring waistline makes the garment adjustable to various girths. It can be rolled up into a tiny package,

go into a traveling bag, and unfold perfectly tailored and pleated. The first baby of the Koret line of mass-produced garment classics, three million Trikskirts have been sold to date, marking the break with tradition in the fashion field.

To produce garments of high quality at popular prices, the Korets believe there is only one way: continuous high-volume production. Seasonability cannot be ignored because the customer, naturally, still wants beachwear in the summer, woolens in the fall. But the new firm aimed at a steady softening of the sharp breaks between seasons, both in production and selling. "After all," they reasoned, "it is the enviable tradition of California that there is but one season—sunshine," and the Korets saw the advantages of capitalizing on the Pacific Coast viewpoint. Casualness, comfort, clothes created for active sports and life in the sun—a new concept for production, advertising and selling in women's ready-to-wear, one that is being sold all over the world after less than a decade.

The change in concept of production had a tremendous effect on the types of salesmen to be recruited. It was no longer necessary to encourage the old-type salesman who would make a brilliant killing in one season only to be slaughtered in the next. The Korets did not want their salesmen and their distributors (and the Korets) to "live dangerously." The emphasis, they believed, should be shifted to continuous production, sound training, effective incentives, with the effort directed toward basic security for all concerned. Conditions emerging with the war's end made it all the plainer that a stable sales organization was a must, and post-war plans were started as early as 1943.

Although still in the sellers' market, unlike other firms in the industry, the Korets did not cut down the sales organization but continued to pay salesmen salaries, plus incentive bonuses, building a loyal dealer setup through servicing and conscientious efforts to insure dealer profits through the lean years of shortages. The original sales staff is 99% in-





House Beautiful leads all magazines in editorial space devoted to gardening



tact, about the only losses being due to deaths or retirements. Through 1943 to the present time salesmen for the post-war staff were added, carefully chosen not alone for selling ability but by analysis of their capacity to fit into an integrated organization.

The first step taken in reorganization for expansion was the division of the country into regions under the supervision of the office of the director of sales in San Francisco, headed by Ray Aliamus who determines the national selling policies. Each region now has its own principal office, and all the salesmen in the region are directed by a regional sales manager. The latter is selected for proven sales and administrative experience. The regional sales manager is looked upon as the personal representative of the director of sales in his region. He does not sell. The company prefers him to have sufficient time to travel with his men, visit key accounts, handle promotional work in his region and arrive at carefully thought-out conclusions concerning trends. Quarterly, he attends meetings of all regional sales managers with representatives of the home office. At these meetings the company receives first-hand the considered views of the field, and the regional sales managers are brought up-to-date on the plans of the company.

Arranges Compensation

While the company has the final approval, the regional sales manager works out compensation arrangements with his salesmen. He knows each one intimately, is in the best position to know their needs and hopes. It is his responsibility to maintain morale and uphold company standards in the field. "When you have happy salesmen, you might almost say the rest is easy" is the thinking behind the handling of salesmen. For one thing, no limit is placed on their earnings: What each makes is governed by volume. Compensation is planned to take the peaks and valleys out of earnings.

The regional sales manager is paid a salary, plus a bonus based on increasing volume. He is allowed a generous expense fund to take care of the expenses of the office, traveling and anything else that is required in running an active organization.

Salesmen are paid a fixed commission on a designated base quota. When they pass the quota the next block of business is paid for at a higher commission rate; the next succeeding block receives an even higher rate, and so on. In other words, a salesman gets more money for more

volume, with the commission rate increasing as his volume goes up. This arrangement applies also to the bonus for the regional sales manager.

This generous incentive compensation is expensive, but Koret is convinced that it is more sound than letting a salesman build up a big volume and then telling him that he has too much business and must share his territory with another man. The addition of new men is salutary, but in the absence of a sound base quota and incentive system, according to Koret thinking, the conscientious salesman is often penalized for his hard work. Almost complete lack of turnover in sales personnel is one desirable result of the policy.

It is not enough to create and operate regional offices. These require technical information about lines of apparel which have run up as high as 300 numbers in Koret of California production. In the home office the Sales Department is separated into divisions. Each division, headed by a divisional sales manager, specializes in a portion of the line. For example, there are divisions for Sportswear, for Knits, and for Dresses. As business expands the number of the divisions increases.

With headquarters in the San Francisco home office, each division has its own divisional sales manager who works closely with the director of sales and his respective Merchandising Department. It is his job to know the production plans of the merchandisers, to advise them of the views of the regional sales manager, and to assist in developing a program which is fully co-ordinated from the time the fabric is selected to the delivery of the finished garment to the consumer.

Koret has never overlooked the danger point in the possible conflict between divisional sales managers and regional sales managers, with one group being expert within a commodity area, the other proficient in the direction of a geographic entity. Rather than ignore that possible area of friction, the company has carefully drawn lines of authority so that the power and the responsibility of each official is not ambiguous. The firmness of the general sales policy laid down by the director of sales also helps to minimize conflict.

The basic Sales Department structure now completely set up has been so planned that as volume increases it is possible to accommodate to it without doing violence to the unity of the system. Expansion is taken care of: (1) in the field by adding regions or by creating districts within the regions; (2) in the home office

by adding divisions—for example, breaking down Sportswear by subtracting Suits and setting them up as a new division.

In the field, whether a region is added or a region is broken down into district offices depends on the nature of the increased business. If it is due to the same customers bringing in more business—intensification—another region would be added. If the growth is in the number of customers, the district technique would be used. Intensification—more business from existing dealers—indicates that a region has grown too big. Within the next five or six years, judging by present growth trends, the company expects to have probably eight regions with 10 districts in each.

Autonomy of Action

The autonomy of action encouraged within the field of operation of the regional sales manager, coupled with a firm general policy drawn at the home office and constantly kept in mind, is one outstanding feature of the Koret sales organization. "We have seen how it works in the matter of compensation to field men," says Mr. Aliamus. "Regional managers are expected to exercise the same degree of initiative in the selection of dealers. Certain broad lines basic to the selling policy are laid down. The mass production concept requires large distribution through as many of the better stores, as possible, for instance, so volume is kept in mind. This dictates a policy of non-confinement.

"Koret does not have exclusive outlets but maintains a high dealer standard. On the other hand, chain store business is not solicited or accepted. That is another kind of operation. But working within the lines of company policy, the men in the field are the sole judges of which dealers are to be sold. Non-confinement was decided upon early in the company's plans, because without tremendous volume it would be impossible to maintain the moderate price ranges that make the line a quick-selling one in the middle bracket market."*

That the policy works is demonstrated by surveys which indicate that the Koret lines enjoy one of the fastest check-outs in the country.

Since buyers will not continue to buy goods available to their competition if they do not make a good profit on them, it would appear to fol-

* Price range is from \$36 a dozen items on up to as high as \$17.50 apiece (the latter for suits, better jackets and dresses.)



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the COLOR
if you want
to sell
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This color subject originally reproduced at U. S. P. & L. in a recipe booklet for Derby Foods, Inc.

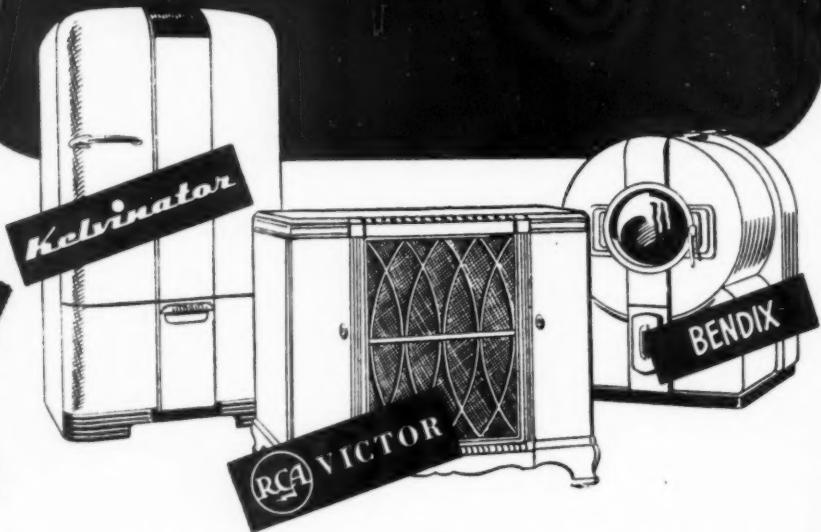
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"ONE MEDIUM Sells SEATTLE"

... say Men Who
know this Market



APPLIANCE LEADER

R. F. Meggee heads the notably successful electrical appliance distributing firm of Harper-Meggee with headquarters in Seattle, Washington. "The Pacific Northwest enjoys America's lowest electric rates and its people have a high average income. This spells an uncommonly good market for electrical appliances," points out Mr. Meggee.

BENDIX, RCA-VICTOR, KELVINATOR — Meggee is the man who distributes these famous appliances in the Pacific Northwest. His firm's record shows a thorough knowledge of the markets of this important region — and how to sell them. "There is no question about it: The Seattle Times SATURATES the Seattle Market," says Mr. Meggee. And this fact is confirmed by scores of alert merchandisers who live here . . . **they concentrate their advertising in The TIMES.**

The Seattle Times is read in more than 7 out of 10 Seattle homes!



The SEATTLE TIMES

NOW MORE THAN 200,000 CIRCULATION DAILY AND 200,000 SUNDAY

Represented by O'MARA & ORMSBEE, Inc.
NEW YORK • CHICAGO • DETROIT • LOS ANGELES • SAN FRANCISCO

SALES MANAGEMENT

low that the Korets' objective to make money for distributors is realized. It is the regional sales manager's responsibility to determine through proper surveys what his territory should yield and also what amount of business a given store should yield.

To achieve his quota of profit, the distributor is given every sort of on-the-spot aid — national advertising support and merchandising assistance, in his own selling. What it amounts to is the expert technical assistance, supplied free to the dealer, that the big department store has from its own merchandising and advertising advisors. This includes material for window displays and store displays, carefully co-ordinated with deliveries of the merchandise to be offered and with the appearance of national advertising in suitable publications of mass circulation.

Dealers' Aid

Dealers also receive, ready for their store imprint, material they can use in their own direct-by-mail campaigns to customers. Newspapers in dealers' territories are simultaneously serviced with publicity to tie in with advertising mats supplied to the dealer.

So that dealers may have the same stability and security in handling the Koret line, the company aims at for itself and its employes, a weather eye is kept on trends. Koret does not aim at leadership in styles, but rather aims to create in volume styles that will have a long life and wide appeal. The foundation of the line is year-round staple garments — the names of which have become known the Nation over, such as Trikskirt, Pleetskirt, Girdlslax, Smarty Pants, Jog-along Suit, Highwayman Coat. Around these are built up novelties and seasonal items.

To be successful mass producers of garments that will have a long selling life requires sound forecasting. An element that throws light on how this phase of the sales organization works is the reporting system. The company considers it essential that every salesman and regional sales manager know how to report facts, not opinions, to the home office.

Koret administrative officials believe they can come to sounder conclusions when they have all the facts and that often they can be misled unwittingly by a preponderance of mere opinions. A report that a certain style of jacket will be successful is rejected immediately. It is valueless. What the company insists on receiving are actual figures of sales of different styles of jackets in typical stores during a representative period of time.

Such factual information collated from reports throughout the country (and perhaps Hawaii and foreign territory) affords a basis for intelligent judgment and planning.

Among the tools used in the home office are outlines and charts based on the two main seasons — spring and fall. These show the dates when designing should be started; when sample lines should be ready to display to salesmen; when business paper advertising and consumer advertising should be prepared; when sales promotional books, dealer tie-in mats, merchandise sheets, and related promotional pieces should be assembled for dealers; when consumer advertising should break to be on the beat with appearance of the new merchandise in the stores.

Designing of a new item starts eight months or more before the finished garment is offered to the con-

sumer; therefore, the forecasting must be sound, the planning close.

Sales increase is the ultimate objective, of course. Koret strives for a 20-25% annual increase on the over-all picture. But the keynote of the sales policy and of the organization that carries it out is the belief that the objective is best attained by obtaining that which assures it. If salesmen report the facts correctly, if regional sales managers summarize those facts with care and precision, and if the home office uses the facts in accordance with their true worth, then the result is better production geared to the desires of the customer. From that must flow improved sales volume. Add to that the security of a sound field organization and the reward of a fair and generous compensation system and you sum up what the Korets think of as "real sales management."

Here's The Picture In ROCHESTER

The Kodak City

	STATION WHEC	STATION A	STATION B	STATION C* Others
MORNING INDEX	51.6	21.1	17.4	8.1 1.8
8:00-12:00 A.M. Monday through Friday				
AFTERNOON INDEX	44.1	31.2	11.5	11.1 2.4
12:00-6:00 P.M. Monday through Friday				
EVENING INDEX	40.9	39.2	15.5	4.4
6:00-10:00 P.M. Sunday through Saturday				

*Broadcasts till Sunset Only

REPORT FOR LATEST PERIOD AVAILABLE
BEFORE PRESS TIME — SEPT.-OCT. 1947

Authority — **C. E. Hooper, Inc.**
"Station Listening Index"



WHEC —
ROCHESTER, N.Y.
5,000 WATTS
CBS
National Representatives
J. P. McKinney & Son
New York, Chicago, San Francisco



RADIUS CHAIR is designed for service in any circular or semi-circular work area.

... coming your way

.... **low-price electric floor polisher**, designed especially for household or office use, is being put on the market by the Clarke Sanding Machine Co. The new unit also is described as ideal for schools, small industrial plants, stores and restaurants. High speed rotating brush action of the machine burnishes surface-applied wax deep into the pores and crevices of the floor covering, leaving no surface accumulations such as frequently cause dangerous falls. Weighing only 11½ pounds, the machine is of compact design for economy of storage space. It features the exclusive Clarke Double V-Belt Drive and is guaranteed against mechanical defects for one year.

.... **adjustable radius chair** for office or factory use is being introduced by Wheeldex Manufacturing Co., Inc. It is regularly adjustable on a radius up to 22 inches, but may be made longer on special order. It turns lightly because of its precision mounting on three large sets of ball bearings. The new chair is said to be ideal for use in any circular or semi-circular work area in shop or office. Among a few of the suggested uses are for the operator of a battery of automatic typewriters or other office machines; for collating and assembly work; for executives who like to work between a table and a desk or between two desks; and the employee in the center of a circular information desk; or for any location

where it is desirable for a person to be able to cover a large area without "hiking" a chair across the floor.

.... **desk model bookkeeping machine** that will post statement, ledger, and proof journals simultaneously is being produced by R. C. Allen Business Machines, Inc. The company claims that its operation is so simple that a trained operator is unnecessary. Incorporated into this machine are such improvements as front feed form insertion, true credit balances printed in red, tabulator bars easily changed, and visible dials. In addition, automatic dating, automatic carriage control, and automatic carriage tabulation are featured. The machine is finished in pearl grey color to harmonize with the modern interiors of many of today's business offices.

BUSINESS MACHINE posts statement, ledger, and proof journals simultaneously and neatly.



.... **marlite**, a polish that cleans, waxes and polishes in one operation, has been announced by Marsh Wall Products, Inc. The company points out that the finish forms a lasting, protective, high-gloss film on smooth wood, plastic or metal surfaces. It contains a base of Carnauba wax and is non-inflammable and non-explosive. It may be used on furniture, refrigerators, automobiles, ceiling and wall panels. Marlite is packaged in one-pint cans designed for ease in use.

.... **lazy-lite**, a new idea in bedside lamps, is being offered by the Hungerford Plastics Corp. This lamp has no chain, button, or other



PLASTIC LAMP may be turned on or off by simply tipping the translucent shade. Is equipped with two bulbs, one on each end; 7-foot cord.

conventional switch. It is turned on or off by tilting the translucent plastic shade. It is equipped with two 7-watt bulbs, one on each end. Tilt the shade to the left and one light goes on, the shade returning automatically to its horizontal position. Tilt it to the right and the other light goes on. The same procedure is followed for turning the lights off. The lamp also is convenient for a child's room, bathroom, passageway, or stairway. It comes with a 7-foot cord.

What Yardstick Do You Use in Selecting Business Magazines?

Nation's Business urges use of "all four"—but in the right order!

BY VERA M. LUNDQUIST • Director of Advertising Research

There's no richer market in the world than the American business market. Its dollar volume is four times as large as the nation's consumer market.

This is a market worth cultivating thoroughly. No charity is intended when Nation's Business urges you to use *all four* of the leading general business magazines; to saturate the market with your advertising message.

Your advertising message should reach all possible buyers and prospects. It should penetrate to all hidden authority. It should create a favorable acceptance among the many associates and friends who influence purchasing. It should build a favorable opinion for your product from coast to coast.

We urge you to use the same *mass technique* which has been so successful for consumer advertisers. We urge you to buy all the circulation you need to do the job right. And you certainly get it if you use *all four* of the general business magazines. You get over 1,310,000 messages monthly, saturating your market from top to bottom.

But we know that many advertisers simply won't have the money to start out with all four at once. So, if your appropriation is limited, we urge you to *start with the strongest magazines first*. Weight the relative values of each magazine so you can start with as much sales power as possible per dollar invested.

Circulation yardstick. Somebody said that advertising is *pages before people*. We say that business advertising is *business pages before business people*. Here are the facts which show Nation's Business gives you:

More business men at lower cost than any other business magazine

	Net paid A.B.C. June '47	Page rate, one-time B&W	Your cost per page per 1,000
Nation's Business	571,635	\$2,600.00	\$ 4.55
United States News	287,160	2,337.50	8.12
Fortune	251,383	2,750.00	10.94
Business Week	172,715	1,575.00	9.11
TOTAL	1,282,893	\$9,262.50	\$ 7.22



VERA M. LUNDQUIST

Note Nation's Business gives you 157,537 more pages per month than Fortune and Business Week combined... for \$1,725 less.

Anyway you figure it, you can put more advertising effort into your market for less money with Nation's Business. But remember you still need all four to do a thorough job.

Geographic yardsticks. You may have heard some such remark as: "Oh, yes, Nation's Business has a big circulation but it is mostly in small towns."

This small town innuendo is an illusion. Latest ABC figures show we can throw away all of our small town circulation and still give you:

More business men in large cities at lower cost than any other business magazine

	Total ABC in cities of 25,000 or over	Cost per page per thousand
Nation's Business	267,909	\$ 9.78
United States News	170,661	13.69
Fortune	144,046	19.09
Business Week	109,334	14.40
TOTAL	691,949	\$13.39

But small towns are also important. And Nation's Business is proud of the economical coverage it offers you in the smaller places. Few ad-

vertisers indeed can afford to neglect this tremendous area of enterprise. The strong trend toward decentralization of manufacturing puts even more good customers outside of the big cities.

More business men in smaller towns at lower cost than any other business magazine

	Total ABC in towns under 25,000	Cost per page per thousand
Nation's Business	310,053	\$ 8.38
United States News	116,861	20.00
Fortune	76,979	35.72
Business Week	57,243	27.51
TOTAL	561,136	\$16.51

This time we have thrown away all of the big city circulation. Again Nation's Business offers you more selling power for your money.

So we find Nation's Business has numerical dominance in both the large cities and in the smaller towns—at lowest cost, of course.

But what about coverage of industrial areas? A common yardstick is the circulation in geographical areas which each produce over \$5 billions of manufactured goods annually. Here we give you the circulation figures for these five areas only (New England, Middle Atlantic, South Atlantic, East North Central and Pacific):

More business men in industrial areas at lower cost than any other business magazine

	Circulation in Industrial areas	Cost per page per thousand
Nation's Business	426,516	\$ 6.09
United States News	210,392	11.11
Fortune	180,524	15.23
Business Week	124,997	12.60
TOTAL	942,429	\$ 9.83

Note that Nation's Business gives you more ABC circulation in these areas than the next two business magazines combined. And the cost again is lower than any other.

[advertisement]

"But," you may say, "your readers might be in industrial areas and still not be in manufacturing." Let's see the . . .

Occupational yardsticks. First, let's consider only the circulation among business men in manufacturing, since that is often such an important consideration.

More business men in manufacturing at lower cost than any other business magazine

	Circulation in Manufacturing	Cost per page per thousand
Nation's Business . . .	132,048	\$19.69
United States News . . .	91,030	25.67
Fortune	76,671	35.87
Business Week	56,996	27.63
TOTAL	356,745	\$25.96

With these figures taken from the promotional literature of the other business magazines, you get a clear picture.

The largest audience of manufacturers ever to subscribe to a business magazine is what Nation's Business offers you. The combined purchasing power of these manufacturers probably outranks in dollar volume any other single group in the country.

"But what about quality?" you may well ask after seeing the quantitative excellence of Nation's Business. "What about the higher, more important executives, for example?"

More executives at lower cost than any other business magazine

	Executive circulation	Cost per page per thousand
Nation's Business . . .	514,188	\$ 5.05
United States News . . .	195,268	11.96
Fortune	184,833	14.88
Business Week	155,788	10.10
TOTAL	1,050,077	\$ 8.82

Thus Nation's Business gives you more circulation among executives than the other three magazines put together. And these are top executives only: managers, secretaries, treasurers, vice-presidents, presidents, chairmen and directors.

With figures from the other fellow's promotion material, Nation's Business shows the lowest cost per page per thousand for executive circulation, too.

"Are they in big firms?" We have made 503 subscriber checks to answer this question. We'll be glad to show you any or all of the surveys

made because the answer always comes out about the same:

More executives in big business at lower cost than any other business magazine

Some sample totals of Nation's Business subscriber checks

Number of big firms checked	1,312
Number of firms with subscribers	1,171
Percentage of firms with subscribers	89.25%
Number of listed executives in firms	15,909
Number of executive subscribers	6,868
Percentage of executive subscribers	43.17%
Number of other subscribers in firms	14,899
Total coverage in big firms	21,600

By now we can predict the results in advance from any list of big corporations in any field of business: Nation's Business will have subscribers in 80% to 100% of the corporations with coverage of 35% to 50% of the listed executives.

These 1,312 corporations checked included government list of largest corporations, firms listed on New York Stock Exchange, 43 firms with assets of over one billion dollars, 100 leading advertisers, largest manufacturers in various fields, etc.

"All right," you may say, "Nation's Business has plenty of good subscribers, but are they good readers?"

Responsiveness yardstick. The question of readership is logical and justified. We have therefore made an exhaustive study of our own readership which indicates the large corps of loyal fans which Nation's Business offers you . . .

More business men who prefer Nation's Business

How our own subscribers rank business magazines for "read most often" and "most helpful" . . .

Nation's Business . . .	FIRST . . .	51.98%
Business Week	SECOND . . .	26.34%
United States News . . .	THIRD . . .	11.75%
Fortune	FOURTH . . .	7.56%
Unusable replies		2.37%

This impartial survey was made by Albert Frank-Guenther Law, Inc. Mailings were sent to 8,000 Nation's Business subscribers. 2,528 replies.

"That's the way to conduct a survey," said a media man when he saw these results. "We are not going

to use your magazine alone. We want to know how many fans you have for your book. They are the ones to whom you can give us a friendly introduction."

Another media man said: "I like the magazine that is second on the other fellow's survey." While we can show you plenty of our own surveys on which we have come out first, we're quite proud of our consistent second place on the surveys publicized by other business magazines.

For instance, in a group of five surveys shown by Business Week representatives Nation's Business ran a lusty second place. These are surveys made by or for Bryant Chucking Grinder, Udylite Plating Corp., Banking Magazine, Penn Electric Switch Co., and Statistical Research Corp.

In a Fortune survey on the readership of business magazines, Nation's Business ran second to Time and ahead of the other business magazines on nearly every question. We'll be glad to show you many such surveys made by the other fellow.

Another good yardstick of readership and responsiveness is the circulation income of a publication . . . amount of cash which the subscribers pay to receive the publication.

Business men now pay about \$60,000 a week for subscriptions to Nation's Business. All subscriptions are paid in advance at the full published price. No short term offers. No trial subscription. No special reduced prices.

In making a comparison of subscription revenues, we had no published information from other publications so we have credited them with the full basic rate on all their circulation. Nevertheless, Nation's Business comes out ahead once more . . .

More money from American business men

Revenue from subscriptions for past 12 months:

Nation's Business . . .	FIRST . . .	\$2,959,468
Fortune	SECOND . . .	2,513,830
United States News . . .	THIRD . . .	1,148,640
Business Week	FOURTH . . .	863,575

And another significant fact: not one cent of dues to any organization is included in this figure. Actually, one subscriber out of ten is a member of the U. S. Chamber of Commerce. We are proud of these member subscribers. But don't let anyone tell you that a lot of Nation's Business subscriptions are paid for

[advertisement]

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out of dues. The ABC figures show it just isn't true.

What does all this add up to? Simply this: Nation's Business holds an outstanding position of power and influence in the business market.

Nation's Business has more for business market advertisers than any other business magazine

1. More business men at lower cost
2. More business men in large cities at lower cost
3. More business men in smaller towns at lower cost
4. More business men in industrial areas at lower cost
5. More business men in manufacturing at lower cost
6. More executives at lower cost
7. More executives in big business at lower cost
8. More of our own subscribers preferring Nation's Business
9. More money from business men for subscriptions

You will note that there is a true progression in this series of propositions. They move from a quantitative analysis of our circulation up to a very sure qualitative analysis.

Just one more point. Up to now we've been using the most recent ABC figures (June, '47). But perhaps you'd like to have an idea of the circulation and page rates on business magazines for the coming year:

	Net paid Jan. '48	Page rate one-time B&W	Your cost per page per 1,000
Nation's Business	600,000	\$3,000	\$ 5.00
United States News	300,000	2,400	8.00
Fortune	235,000	2,750	11.70
Business Week	175,000	1,575	9.00
TOTAL	1,310,000	\$9,725	\$ 7.42

Note that Nation's Business will deliver 190,000 more pages per month than Fortune and Business Week combined . . . for \$1,325 less.

On a 12 or 13 time schedule in all four you buy over 16 million pages a year for only \$113,000.

So the tools are there for you to use a *mass technique* in selling the business market. The price is right. The time is now.

We'll be glad to give you case histories of how, why and when other business advertisers have used this technique successfully. Write to Nation's Business, Washington 6, D. C.

(advertisement)

Quick "Yes" or "No" Jumps TWA Seat Sales

BY J. E. HAWTHORNE

Manager, Passenger Sales, Trans World Airline

A new reservations system, "Teleflight," enables TWA to tell prospective passengers within 10 minutes whether space is available. Result: a substantial gain in traffic.

One of the knottiest problems confronting airline management—reservations—has been solved by Trans World Airline. The solution is a new reservations system providing on-the-spot confirmation of seat space.

The new system is called "Teleflight"—and it can be credited for a big share of TWA's gain in passenger business during the past few months. Early this year, before the advent of Teleflight, TWA showed a passenger load factor of approximately 60%. By mid-September, when Teleflight had settled into a smooth, efficient operation, the load factor had jumped up to 75%.

Direct supervision of the new system is under R. G. Petite, reservations manager, who says:

"With Teleflight, TWA today can confirm space for 90% of its customers in 10 seconds. For the remaining 10%, confirmation is possible in 10 minutes or less. And this speedy service is applicable to any TWA flight for 30 days in advance."

Teleflight is based on a high-speed communications system which furnishes an instantaneous record in every TWA station when a seat is sold on any segment of any flight. This information is translated to a vari-colored control board by means of white, green and red markers.

When a customer telephones TWA regarding a flight, the reservationist refers to the board in front of him. If the flight shows a "white condition," it means seats are available and space is confirmed immediately. If it shows a "red condition" the flight is sold out and an alternate flight is offered.

These two conditions govern 90% of customer requests. But the flight may show a "green condition," indicating that all but a few seats have been sold and reservationists should proceed with caution to prevent an oversale. This situation requires a check with reservations control in Kansas City, but since the communication is by high-speed teletype, the

customer may be called back in 10 minutes—generally sooner than that.

Teleflight is far superior to the station allotment reservations system formerly used, in which each city through which a flight passes was given a fixed quota of seats.

Nerve center of the entire TWA Teleflight system is the space control office in Kansas City, Mo., for it handles every TWA domestic reservation, regardless of where it is made.

The Kansas City space control office is equipped with nine private two-way teletype circuits free of time-consuming relays. This means the headquarters can handle as many as nine requests simultaneously.

Control of all reservations from a central headquarters has another important advantage in that all TWA reservations offices can be alerted immediately when flight delays, cancellations or other operational changes occur.

Primary tool of the major TWA reservations offices from coast-to-coast is the highly-developed visual reservations board which lists every flight serving the particular station for a month in advance, together with the current seat status of each indicated by a white, green or red tab. Smaller TWA stations are provided with similar desk boards.

Days of the month run across the top of the boards with flights and the stations touched by each listed vertically in the middle, one flight beneath another.

The traveling public is being fully informed about Teleflight and its advantages. An extensive and intensive advertising and publicity campaign has been launched. Initial advertisements heralding the inauguration of Teleflight brought the message to travelers in 34 major cities served by TWA. Continuing advertisements point up Teleflight's advantages. In addition, it is planned to incorporate the Teleflight story in the advertising program planned by TWA for national magazines next year.

Dear Editor...

Sage from Connecticut

Editor, SALES MANAGEMENT:

We enjoyed reading the article "Strip Your Bushes Clean!" by Roy Eastman . . . we felt it sufficiently worth while to pass along to our salesmen.

The other day our sales representative, Ralph Knibloe, who lives in Connecticut, sent in his thoughts on berry-picking. We found his letter amusing and thought you would enjoy reading it as well. It ran as follows:

I'm a regular subscriber to your paper. We set a heap o' store by it, in these parts. It comes regular, has a lot of interestin' items and the rates are low too.

I live in Vermont. Got me a summer neighbor across the road, name o' Roy Eastman. I been worried about that feller all summer and I thought mebbe you could help me out, seeins how you and him's friends.

He knows a sight more about writin' and sellin' than I do but he shore don't know his blackberries. Why shucks, that pore feller like to ruint hisself this summer. He had so many scratches he looked like he'd took the kittens away from a White Mountain bobcat. I've seen him come awallerin' out o' them brambles so dug up and bit up you wouldn't o' knowned him without the little pail. He called it, "tenacity" or some such. I was worried for a spell that it was ketchin'.

There ain't a coon dog in Vermont that's got more guts or this here tenacity than ole Bing. But if he was to run a coon into them brambles o' Roy's he'd just stop and look at me, much as to say, "Dewey—let's I and you git from here." Mind you that ain't giving' up—he'd a skun out the coon but it woulda ruint him fer the season.

Like he says, Roy has got hisself about a hundred yards of the dangdest old blackberry bushes in this part of the state. Every four five years they got a few leetle teeny berries on 'em. This here was one of them years. I got some of 'em too, in my night pasture across the road, but I aim to cut 'em soon as Will gets back from Brattleboro.

I wisht you coulda seen Roy this summer, reachin' fer those highest berries, standin' on a stone wall. I couldn't bear to watch him. Nothin', outside of a three legged milk stool, will break a man's leg any quicker than standing on a Vermont stone wall. I couldn't see that no one berry was worth runnin' the gamble of not gettin' any for the next two months.

Roy's likened them bushes to sellin' but durned if I see it. If a salesman lets his self git all beat up for a small-pail order, he won't be much good when he goes back fer more. And he'll get just about what he sets his sights fer. It might a' took him some work this spring but if

Roy'd cut out all those old bushes and set some shoots in the back yard he'd been buildin' somethin'. Chuck a little fertilizer on 'em, give 'em a little care and he'd see a neighbor when he goes by. Plant some roses by that old stone wall and let a neighbor know what kinda man lives there.

Seems to me that Roy's got the, "get everythin' that's there, strip 'er clean and don't give nothin' back," idee. Understand, I don't mean nothing unkindly towards ole Roy. He's a nice feller. But blackberries is just like customers. You got to take care of 'em. Them you don't take care of is apt to give you quite a scratchin' up—and not much else.

Very truly yours,
DEWEY WORDEN

R. L. HOLZEMER
Assistant Sales Manager
Williams Mfg. Co.
Portsmouth, Ohio

Advertising & Employees

Editor, SALES MANAGEMENT (by wire):

Looking for article detailing presentation made to employees of a packing plant to explain use of advertising, its importance in insuring longevity of employment and assistance to economical selling. Kindly check records and wire reference collect if article appeared in your publication.

L. E. PICKETT
McCann Erickson Inc.
Chicago, Ill.

(Reader Pickett's memory is not misleading him. He wants the article "Advertising: Luxury or Investment? Hormel Gives Employees the Facts," which appeared in SM for March 15, 1946, memorable because it is one of the best articles SM has ever printed on the subject—The Editors.)

Spending vs. Family Units

Editor, SALES MANAGEMENT:

My eyebrows shot up when I noticed an inconsistency in your SIGNIFICANT TRENDS Section of the October 1, 1947 issue. Under the subtitle "Middle Income \$2,300" are two paragraphs that confuse me. You state that, according to a recent estimate of the Federal Reserve Board, the "middle income" (median income) for the Nation's families was \$2,020 in 1945 and \$2,300 in 1946.

According to the July, 1947, issue of the *Federal Reserve Bulletin*, page 791, the median income of family units was \$2,400 in 1945 and \$2,600 in 1946. However, the median income of spending units was \$2,020 in 1945 and \$2,300 in 1946. A footnote on page 791 defines a spending unit as:

"Within a family any person not pooling his income with the head of

the family was considered a separate spending unit unless he was under 18 years of age, earned less than \$10 a week, or contributed more than one-half his income to the main spending unit. Husbands and wives were always considered members of the same spending units."

The same *Federal Reserve Bulletin* estimates that at the beginning of 1947 there were 5.7 million more spending units than family units in the Nation.

With my eyebrows again back in proper place, I wish you continued success with your fine magazine.

HERBERT E. LAAGER
Capper's Farmer
420 Lexington Ave.
New York, N. Y.

(Touché. Alert Reader Laager is quite correct in his contention that the paragraphs referred to did confuse spending units with family units—The Editors.)

Sleep, but Don't Snore!

Editor, SALES MANAGEMENT:

My husband is a sales manager and regularly subscribes to your magazine. He always brings it home and I enjoy reading it too. My interest is in the public speaking field, and I frequently find items of interest there for me.

For instance your November 1st, 1946 issue—an article "24 Ways to Put an Audience to Sleep." That was just precious! It verifies the things we teach and I have saved it for frequent reference.

I have started a new interesting hobby of collecting and pasting into a scrapbook cartoons relative to public speaking. In one of your very recent issues I found a mirthful and most appropriate cartoon for my scrapbook. At the end of a meeting, as the audience was filing out one of the men said to his friend, "It must have been a wonderful speech. I woke up feeling so RELAXED!"

In my eagerness to share this cartoon with my boss, I took your magazine down to the office. Now something has happened to it! It was either lost, strayed, or stolen! And I want that cartoon! Would you be so kind as to find it for me; clip it out, as well as the line bearing the title and date of the magazine and send it to me in the enclosed stamped-self-addressed envelope? And thank you so much—in advance.

Theo Marie Sponsler
409 Emerson St.
Denver 3, Colo.

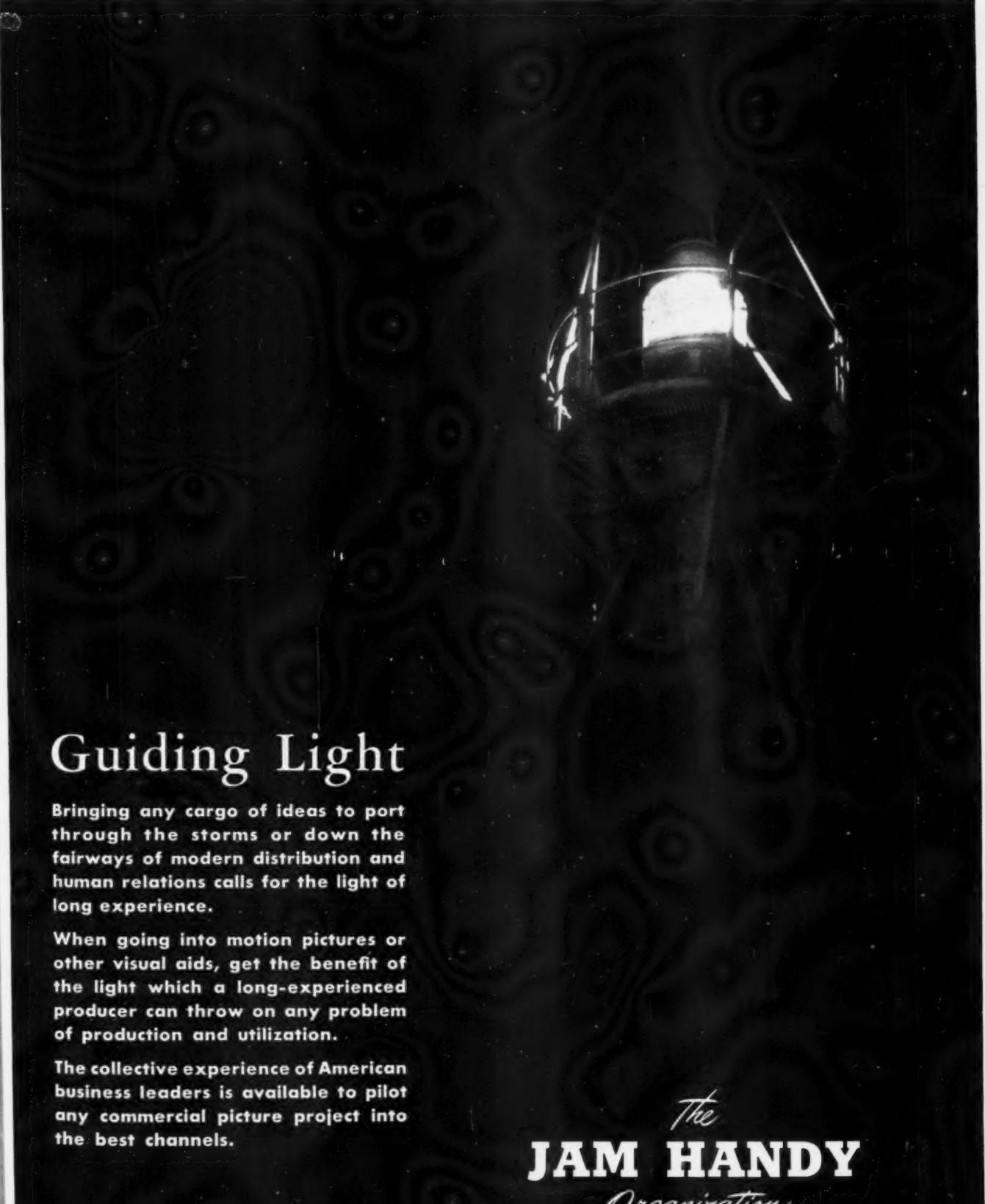
(SM is happy to replace this scrapbook item. Incidentally, Dr. James F. Bender's puckish article, "24 Ways to Put an Audience to Sleep," still induces lively controversy on whether would-be speakers should be needled with a negative or positive approach—The Editors.)

Package-Openers

Editor, SALES MANAGEMENT:

We have read with interest your last report on "What Women Like & Dislike

SALES MANAGEMENT



Guiding Light

Bringing any cargo of ideas to port through the storms or down the fairways of modern distribution and human relations calls for the light of long experience.

When going into motion pictures or other visual aids, get the benefit of the light which a long-experienced producer can throw on any problem of production and utilization.

The collective experience of American business leaders is available to pilot any commercial picture project into the best channels.

The
JAM HANDY
Organization
To Get Understanding

VISUALIZATIONS • INDUSTRIAL MOTION PICTURES • TRAINING ASSISTANCE • SLIDEFILMS



**Oh, they're salesmen . . . they always do that
when they enter the rich IOWA territory!**

Yes, Iowa is fertile ground for sales—because you can reach the whole state as easily as you reach one city! The Des Moines Sunday Register brings you 67% of the state-wide market in one newspaper—a bundle of buying power that ranks with the top 20 cities in America. You can reach it for a milline rate of only \$1.66.

ABC Circulation March 31, 1947:
Daily 365,559—Sunday 480,803

**THE DES MOINES
REGISTER AND TRIBUNE**



**PACKAGES A STATEWIDE URBAN MARKET
RANKING AMONG AMERICA'S TOP 20 CITIES**

Basic Member American Newspaper Advertising Network

SALES MANAGEMENT

About Packages Today." The fact that you are tying your questions so closely to those used in prior years makes the survey even more valuable.

However, we wonder why, in investigating the consumer's convenience factor in packaging, no attention appears to have been given to package opening devices such as opening tapes applied to cellophane wrapped packages or to protruding tabs such as some of the cigarette companies employ. Many companies are spending quite a bit of money to incorporate these convenience factors both in the way of material cost and in equipping their packaging machinery to insert the device. It would seem very much worth while in future studies to determine what the public thinks of this type of packaging device.

J. M. COWAN
Manager for Market Development
The Dobeckmum Co.
Cleveland, Ohio

(Because package survey work was discontinued during the war, SM's first post-war job was simply one of picking up where we left off . . . re-checking 1941 findings. As further surveys are developed, the editors may have the opportunity to explore more detailed phases of package design. Mr. Cowan's suggestion is being thrown into the hat as a possible avenue of interest—The Editors.)

Editor, SALES MANAGEMENT:

We were very interested in your comments on the Stanley booklet, "Stanley Welcomes You" . . . in the November 1 issue.

We are very proud of a similar circular used by our parent company in Youngstown, Ohio, and thought that you, too, might be interested in it. A copy is enclosed . . .

W. E. JOHNSON,
Vice-President
Commercial Shearing &
Stamping, Inc.
Chicago, Ill.

(Mr. Johnson refers to a SM piece on a booklet given to every visitor at the plant of Stanley Works, New Britain, Conn., which expresses a welcome, offers a variety of courtesies. Commercial Shearing's similar piece also includes a map of the city, starts off with a breezy, "Hello! Glad to see you!" Lists company officers, company products, even includes a trio of puzzles which the visitor can mull over in case his audience is delayed—The Editors.)

Just Add Ten Million

Editor, SALES MANAGEMENT:

We have noted with interest the excellent article by Mr. Andrews, "A Trillion To Go!" in the October issue of "SALES MANAGEMENT."

Mr. Andrews has somewhat understated the production accomplishments of the rubber industry listing 54,400,000 pas-

senger car and motorcycle tires as the total industry output in 1946. Actually, this figure represented shipments of tires to the replacement tire trade, actual production totaling 66,500,000 passenger car and motorcycle tires, 14,500,000 more tire units than the American industry had ever produced in a single year. This record tire production was absorbed by replacement, original equipment, and export markets.

Our present estimates for production of passenger car and motorcycle tires for the years 1947-1950 indicate an annual average output of 63,000,000 units, or about 2,000,000 units above Mr. Andrews' projection . . .

H. W. MAXSON, Manager
Public Relations Department
The B. F. Goodrich Co.
Akron, Ohio

Moving Expenses?

Editor, SALES MANAGEMENT:

We are very much interested, at the present time, in obtaining references which have discussed the policy of various concerns in the payment of field sales representatives' moving expenses. For example, before the war it was our policy to pay a salesman's moving expenses when we transferred him from one territory to another. It was not our policy, however, to pay the moving expenses of a field sales representative just employed when his territory headquarters was different than his home address.

Because of the housing situation today, we have made many exceptions to the above policy and we are anxious to find out what other manufacturers are doing. If you have any information regarding this subject, or can refer us to any articles appearing in SALES MANAGEMENT or elsewhere, it will be very much appreciated.

For your information, I am a regular subscriber to SALES MANAGEMENT and I have seen nothing on this subject recently.

A. E. LEE, Sales Department
Johnson & Johnson
New Brunswick, N. J.

(It is our observation that most of these cases are handled on their individual merits; in most instances which have come to our attention the company has assumed expenses in cases of transfer—The Editors.)

Red Face Department!

To correct a copy error (SM, Nov. 1), it wasn't "Wesley I. Nonn, Standard Oil of New Jersey" who was elected a vice president of Association of National Advertisers; but Wesley I. Nunn, manager, advertising department, Standard Oil Company (Indiana).

SELL-ective

RESEARCH "LABORATORY" ... a plus service that helps sell goods

Many specialized, plus services make the Haire organization headquarters for merchandising information.

Haire research, for instance, is no token service. It is real, vital and exact. Buyers, advertisers, agencies look to the Haire Research Department for dependable information . . . from the pricing of a single item to the potential of a nation-wide market . . . from a sales training technique to setting up a business.

Haire fact finders and field correspondents constantly penetrate the very sources that shape the merchandising of today and tomorrow . . . to help sell goods!

This SELL-ective research is only ONE of the many plus services that make each Haire Publication the authority in its field and invariably its NO. 1 advertising medium. Send for fact sheet on your market.

**MORE effective because
they're MORE SELL-ective**



HAIRE

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1170 Broadway, New York 1, N. Y.

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REACH BUFFALO'S BUYING POWER thru the

Buffalo Courier-Express

Buffalo's Only

Morning and Sunday Newspaper

National Representatives:

OSBORN, SCOLARO, MEEKER & CO.



Shop Talk

"When the Tree-tops Glisten" . . . and the Holidays draw near, most of us feel the urge to say something to our friends, associates and customers that will, in some small way, express the gratitude and, yes, the sentiment, most of us feel at this happy season. When we try to put words on paper, however, most of us are tongue-tied.

I feel moved, therefore, to quote what seems to me to be an exceptionally graceful Christmas letter sent out by the Columbian Steel Tank Company of Kansas City. Like all good things, it is simple:

Dear Mr. _____:

This will be a Christmas of holly wreaths and plum puddings. On Christmas Eve there will be the chorus of exultant voices joined in reverent carols. Christmas morning will find the gladness of the celebration reflected in the shining eyes of little children.

All this is typical of our American way of life. The tradition, with reverence, and the good fellowship of this holiday season remind us of a multitude of blessings. We are both proud and humble for our heritage.

As we pause to face the new year, we wish to extend our best wishes to you and yours for an especially Merry Christmas, and the very best of everything in 1948.

Sincerely,

To its writer, Francis H. Hibbs, SM has sent a special award for this letter, one of the best submitted in our November Sales Letter Round Table.

Mighty Like a Rose: The "cheese that has been enjoyed by few and snubbed by many" is about to attain social standing. The University of Illinois announces a "de-stunk" limburger cheese. Through delicate, scientific control, the product can now be made to retain its typical flavor, but gone with the wind is the offensive odor. Under the new process, says a modest announcement, "the cheese is more uniform in flavor, has a desirable consistency upon ripening, and can be spread at room temperature." I just thought you might like to know.

Among Our Contributors: Cookbooks have come into their own as a sales promotion medium. No longer solely the province of the food companies, they are being sponsored by the silverware people, appliance manufacturers, the wine folks, and even by such a company as Angostura-Wupperman, who are promoting the use of bitters as a cooking ingredient.

That's how come this issue brings to subscribers an article on cook-book planning. Mabel Stegner, home economics consultant who contributes her ideas, is one of the vanguard in her field. She is at home on the range . . . her background includes years of recipe testing and product development, the writing and preparation of scores of cookbooks, the supervision of the making of thousands of mouth-watering food and equipment photographs. For three years she was staff home economist for the J. Walter Thompson Co., is now serving as consultant to such companies as Waring Products, Rockwood, Grocery Store Products, and C. E. Dennis. The University of Wisconsin claims her as an alumna.

First Call: . . . for the Ninth New England Sales Management Conference, scheduled for Boston January 9 and 10. Because of capacity registration, late-comers had to be turned down last year. If you want to go, register now, and make your hotel reservations. Among the speakers and their subjects: Burton Bigelow (scope and nature of the sales job ahead); Vergil D. Reed, Director of Research, J. Walter Thompson Co. (markets); H. C. Nolen, Vice-

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President, McKesson & Robbins (report on survey on how salesmen spend their time); Robert A. Whitney, Executive Director, National Federation of Sales Executives (objectives of the NFSE); G. C. Denebrink, Vice-President, Bigelow-Sanford Carpet Co. (compensation); William C. Wrightnour, Director of Sales Training, United States Rubber Co. (sales training). Henry P. Kendall, President, The Kendall Co., will be the luncheon speaker, and Alfred Schindler will address the sales rally.

Address inquiries to the New England Sales Management Conference, 80 Federal St., Boston 10. Full conference fee, including 2 luncheons, \$11.50.

Hit Parade: Heretofore, in this department at this season of the year, I've usually made some notes on the best articles of the year in SM. This year I'm stuck. The '47 issues were distinguished by such an abundance of meaty trend articles, and reports so liberally studded with liftable, adaptable ideas, that any purported all-inclusive selection of "bests" would be playing fast and loose with superlatives. It just can't be done because I can't include all types of subject-matter.

However, I can report that record-breaker for reprints was "Salesmanship as a Profession" (June 15), by Robert S. Wilson, Vice-President, Goodyear Tire & Rubber Co. Most popular series was W. C. Dorr's "How to Sell to Dealers" (Oct. 1, 15, Nov. 1). Most-quoted and used surveys: one on test markets (Sept. 1), and what women like and dislike about packages (Nov. 10).

Some other standouts: Best direct mail article of the year: "How Carnegie-Illinois Covers Thousands of Prospects by Mail" (Sept. 1). Best fight story: "Return of Cans Touches off Wet vs. Dry Dog Food Battle" (June 1). Best premium story: "Pre-tests Insure Pulling Power of Premiums for General Mills" (Aug. 15). Three case-history reports on compensations: "Jackpot Puts Challenge and Reward in York's New Pay Plan" (Feb. 15); "Frigidaire 'Ouija Board' Shows Dealers How to Pay Salesmen" (June 1); "Bigelow-Sanford Pay Plan Teams Salary with Two-Way Incentive" (Sept. 1).

Noteworthy, too, was the response to several articles on public speaking, the brisk sale of reprints of "Why I Lost that Order" (Sept. 1), the fever-pitch of interest in every phase of sales training (too many top-notch articles on this subject to list.)

Standing alone, because of its nature, was SM's 1947 Survey of Buying Power, as popular as a starlet at a Yale prom. So avidly sought-after and so widely used, it brought log-jams in the mail and over the telephone, for Circulation (long since sold out), for Research (calls for special consultation), and Readers' Service (for all manner of inquiries).

Hundreds of itchy subscribers asked for pre-release on figures before the issue went to press. Telephones jangled with long-distance calls from Dallas, Minneapolis, Cincinnati, when the size of the issue delayed part of the mailing. Inquiries for permission-to-use ran into the thousands in the first 12 weeks after publication.

It was the biggest single issue in SM's history, carried the largest number of advertisers, the most advertising space. And it spread out, for all to see, the where and the how-much of a United States and Canadian market that had hit the all-highest income in history. Such gaudy superlatives are permissible for but one reason: They're substantiated by the record. A record we have every intention of shadowing in 1948.

A. R. HAHN
Managing Editor

spot
programs
sell products
for Bond
Clothes

Offices in Chicago
New York • Detroit
St. Louis • Los Angeles
San Francisco

**JOHN
BLAIR**
& COMPANY

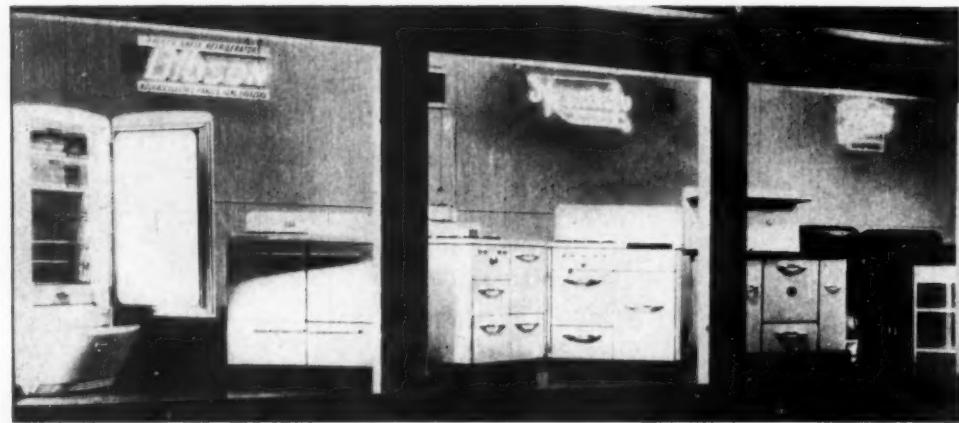
REPRESENTING LEADING RADIO STATIONS

**REACH THE
Active*
HALF**



*The Post is edited for the active half of Cincinnati—the young-in-heart, inquiring-in-mind—153,000 families who actively respond to advertising.

The **Cincinnati
Post**
REACHES 56% OF CINCINNATI



Will Lumber Dealers Become A Factor in Appliance Sales?

Among the country's 30,000 lumber-dealer outlets, some 3,500 already are merchandising appliances as a part of a home building package. Building Supply News sees the trend accelerating as a buyers' market develops.

What is conceived to be an important evolution in the merchandising of home appliances appears to be looming on the horizon.

Of the 30,000 lumber dealers whose yards stretch across the country, approximately 3,500 have fitted up stores to display and sell home appliances. Many others are considering the step. They are going into competition with the Nation's 100,000 appliance dealers, large and small, a vast majority of whom have gone into business since the war. Their reasoning is direct and simple.

More than 94% of the Nation's builders who erect dwellings, they point out, procure their materials from local warehousing material suppliers. The other 6%, comprising large project builders, buy their material direct from manufacturers. The vast market is to builders whose annual building volume averages fewer than 10 homes, and to thousands of carpenter-builders who do kitchen, bathroom and attic remodeling. These buy only from lumber dealers.

The reasoning back of the changing picture resolves itself into this: Homebuilders under the new method of financing, if they equip their kitchens at the time of building, can include their appliance bill in the over-all mortgage and pay over the long period. If they buy their appli-

ances after the home is built, and separately, they are involved in short-term financing which may be burdensome.

Again, appliance manufacturers, through advertising and promotion, are making the owners of new homes hungry for what they call "the complete kitchen." Complete kitchen installation is in the air.

Taking advantage of this trend, builders are pointing out that inasmuch as they do the "paper work" it is a simple thing for them to figure in the kitchen at the start. This means that the lumber dealer, their normal supplier, is the natural source to look to for their appliances.

After making a careful survey of the field, over a period of months, Building Supply News, a business paper in the lumber field, late last summer inaugurated a promotion of a "National Home Appliance Week for Lumber Dealers." The week was December 1 to 6.

The primary purpose of this week was to impress lumber dealers and appliance manufacturers that they are natural partners, and to convince them that they should get ready to do business together. The drawback is that appliance manufacturers right now are having no trouble in selling their output and so do not need new volume outlets.

"All this is bound to change short-

ly," says H. H. Rosenberg, publisher of Building Supply News. "When they catch up with the store demand, which will not be too far off, and their little dealers begin to fail as they surely will, the appliance manufacturers will want the volume business that can be given to them by the long-established and sound lumber dealers."

Volume and large unit sales will come through the lumber dealer, Mr. Rosenberg points out, because when the new house is being built, and the complete kitchen is installed with payments due over a term of years, the unit sale for appliances may well range from \$1,000 to \$2,000. The small specialty appliance store, on the other hand, usually peddles one appliance at a time and his sale, by comparison, is smaller.

With hundreds of thousands of homes being built each year and millions more wanted in coming years, and because most lumber dealers are old-established in their communities as well as habituated to the task of arranging home-financing through local lending agencies, it is argued that they can absorb the financing of larger appliance unit sales without a ripple. Many of them are looked upon as business agents for small builders through years of caring for most of the paper work concerned with a house contract.

PHOTO ABOVE

A lumber dealer, C. C. Collins, Madison, Wis., displays appliances at his new kind of lumber yard.

County Agents Take The Weekly Star

County agents take The Weekly Kansas City Star—
pay for it out of their own pockets.

County agents are government employees entrusted with the agricultural welfare of the counties to which they are assigned. But government bulletins and other official advices reach them too late for their needs.

The Weekly Star fills this void. It has the news sources, the press facilities, the editorial know-how to gather, print and circulate agricultural information fast—two weeks to a month ahead of other farm papers.

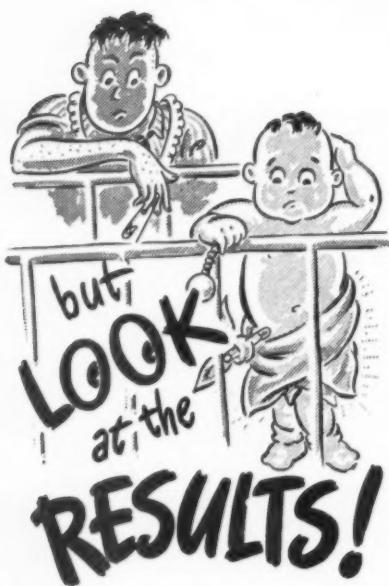
Speed?

Yes, that's what farmers want and what county agents want to keep agricultural production in pace with the increasing domestic and international demands imposed upon it.

The Weekly Kansas City Star.

LARGEST FARM WEEKLY CIRCULATION IN AMERICA

436,422 Paid-in-Advance Subscribers



In Direct Advertising, too, anybody can go through the motions. But it takes real know-how, long experience, to produce the right results.

AHREND clients GET the right results — have won 29 National Awards in the past 4 years! If YOU want SUCCESSFUL mail advertising consult . . .

D. H. AHREND COMPANY
Creative Direct Advertising

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**THE AMERICAN SOCIETY OF
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Now, and mostly during the last several years, lumber dealers, no longer operators of mere "yards," have fitted or are fitting up stores to display and sell a considerable number of items closely related to lumber. Some have hardware, sports goods, kitchenware, furniture and other departments. Many are on well traveled city streets where shoppers buy as they do from other dealers. Others have locations on the edge of shopping areas where they can offer convenient parking.

In general, lumber dealers who add domestic appliances will set up to operate their sales on the basic accepted pattern and will sell single units, perhaps have their people push doorbells, will advertise and promote as other dealers do; but all of them will find their principal attraction to be their connections with builders.

built. The main reason is that houses are selling readily with a minimum of customer attractions. Considering present housing shortage, many builders argue that there is no sense in putting in anything that will add to the total price. When houses are sold rather than bought, they believe that the tide will change and the more complete home, meaning the added appliances, will become a major factor in making sales.

It is readily admitted that today the average housewife wants the complete kitchen and laundry. The trade believes that an added reason why fewer complete kitchens are built is that builders have difficulty in buying the appliances.

Not all lumber dealers who want to handle appliances, up to now, have been able to obtain franchises for well established and nationally ad-



WHICH BRANDS TO SELL? As experienced merchants, lumber dealers offer makers of known brands potential volume markets in return for franchises.

The appliance industry, considering its expansion in facilities, can be expected to turn out from three to four times its pre-war volume when it gets plenty of raw materials and shakes itself down to full operation. While retail specialty stores have doubled in number, there is no evidence to lead to the belief that all can stay in business when selling gets tough.

On the other hand, the lumber industry finds comfort in the fact that lumber and the kindred materials it sells will help it to weather any slump in business. It has always pulled through somehow.

Builders and lumber dealers are agreed that complete kitchens are not being installed now as they should be in the new homes being

advertised brands. As experienced merchants they have shied clear of taking on lesser known lines or items which some day may be orphans. They are awaiting the day when distributors for accepted brands will be searching for retailers who control a potential volume market.

Complete kitchen merchandising will be at its best, *Building Supply News* points out, when a tie-in is made with the real estate of the new home. When kitchen appliances go in as a part of the original mortgage, with monthly payments for appliances adding little to monthly payments on the home, the complete kitchen will be built in volume.

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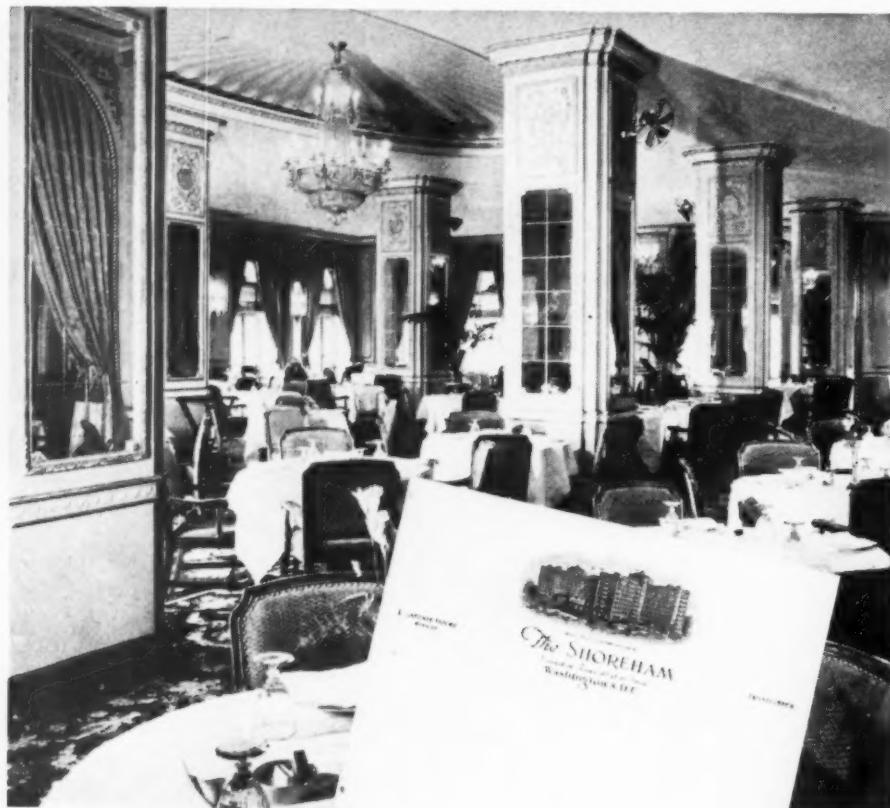
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DECEMBER 15, 1947

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around \$2,000, they hold, can be a complete stopper to the over-the-counter sale. Buyers, as they look at it, fall into two distinct classes:

1. The family building a new home or remodeling an old one.

2. The family buying a single appliance to replace an old one or to fill a need.

Group One, it is the contention, is a potential customer for an ensemble up to \$2,000. Group Two ordinarily buys one item at a time. It is a wise manufacturer who goes after the big sale. Some building supply dealers are spending, or have spent, up to \$100,000 building and modernizing stores for the new day they see coming.

Appliance manufacturers, before the war, knew that some 10% of all dealers sold approximately 50% of their total output. Through their builder connections the lumber dealers conceive, they can become the high producers in appliance sales. They plan to do it through the "kitchen package."

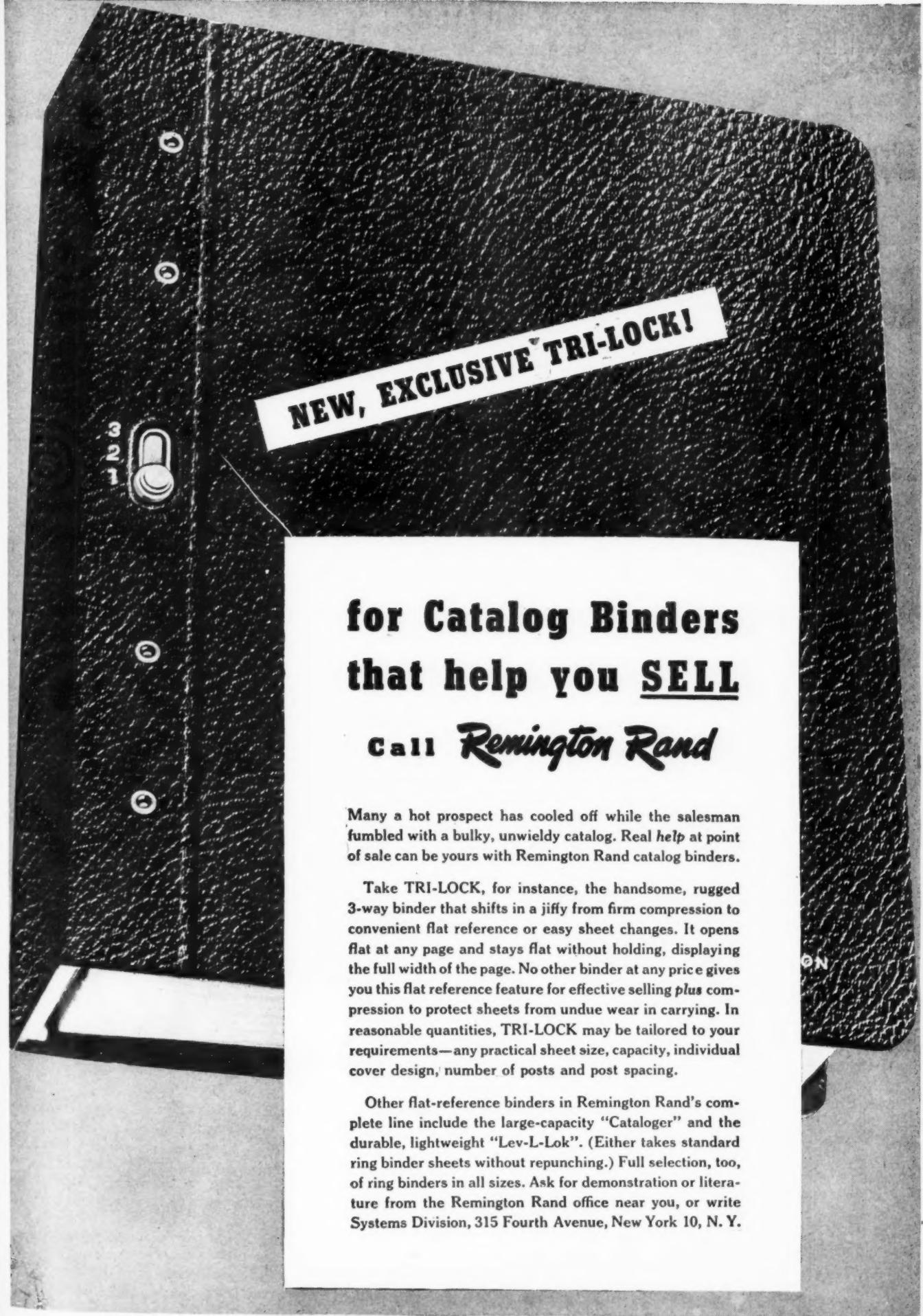
In its promotion to the building supply dealers, *Building Supply News* says this:

"Probably the first (appliances) to be in plentiful supply to franchised dealers will be the garbage disposal and washing machines. With them and a cabinet sink and kitchen cabinets, any dealer can consider himself well started in the appliance business. Ranges will be next in line of availability, with dishwashers, water heaters, ironers and dryers closely following.

"Automatic laundry production is mounting rapidly. Refrigerators doubtless will be the last item to be in good supply because so many are demanded in the replacement market. Production facilities and steel supplies may be taxed to the limit throughout 1948."



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What Kind of College Training For Careers in Sales?

BY ROBERT S. WILSON • Vice-President in Charge of Sales
The Goodyear Tire & Rubber Co., Inc.

For practical preparation for selling, Mr. Wilson suggests psychology, English, mathematics and philosophy along with basic courses in economics, sales management and marketing. These, he believes, will bring education into line with his concepts of salesmanship as a profession.

There is need for a new look at salesmanship.

Nothing happens in business until the sale is made. There is no use to produce goods unless there are customers for them. There is no need for transportation or accounting, or statistics, unless there is a sale. Remembering all these things, doesn't it follow that the ambassador of customer relations—the field representative, as he is called in some companies—the salesman—is the key to the success of any business.

If that is so, isn't it of the utmost importance that he have the professional attitude towards his job, a professional outlook towards business? And doesn't it follow that this professional attitude—this broad professional approach—can best be developed by diligent training in college from freshman year on?

In this article I propose (1) to define what I mean by a professional salesman; (2) to examine the need for professional salesmen; (3) to make some suggestions as to how the training of men for professional salesmanship can be advanced.

What is a salesman?

In my book, the salesman seeks out the one who has a need and brings him in contact with the one who can supply that need best, to the lasting mutual advantage of all three.*

What is a professional?*

Again quoting from my own dictionary, a professional is one who studies and practices, studies and practices constantly until he approaches perfection in his chosen calling.

What is a professional salesman?*

Here we cannot be confined by strict limitations of a definition—we

must rather accept the broader outlines of a word sketch.

The professional salesman is a man who, first of all, *has made selling his chosen calling*—his life work.

The professional salesman is a man to whom *true service is of paramount importance*.

The professional salesman is a man who is *constantly studying to improve his efficiency*.

The professional salesman is a man who *serves both the company and the customer*. His is a two-way relationship, bringing to the company the faults and shortcomings of its products and services and pointing out new opportunities, just as he brings to the customer the advantages of the company's products and services and the opportunities presented by their use or resale.

The professional salesman is a man who *recognizes that there is no substitute for hard work*.

The professional salesman is a man who, above all else, *maintains his own self-respect, integrity, independence*. In the final analysis, this matter of integrity is the *sine qua non* of the true professional.

Finally, the professional salesman is a man who *puts true value on his service*.

The rise of the industrial age and the constant growth of individual businesses have brought to America great benefits—benefits of low costs and high wages. But they have brought with them, too, certain inevitable problems, of which one of the principal ones is labor relations.

We hear a lot about labor relations, but there is another problem—just as important—that we do not hear so much about. We are going to hear much about it in the future. That problem is the problem of customer relations.

In the early days of every business the owner and founder knew his customers by name. There was no problem of customer relations because the customer dealt individually and man-to-man with the owner.

Today the customer deals with the company through the salesmen. That sounds like a simple statement of an obvious fact. But like so many big things, it is so simple and so obvious that it is almost universally overlooked. To the customer, the salesman *is* the company.

Customer-company relationship becomes more and more important with the rapid flow of new technical developments—developments such as followed the close of World War I and are bound to follow World War II in the next 10 years.

Make no mistake about it, the rapidity with which these new technical developments are accepted by the public and thus make their contribution to the betterment of our living conditions, depends not only on the intrinsic usefulness built into them by professional engineers but, just as much, on the wisdom and skill with which they are presented to potential users by professional salesmen.

To the customer, the salesman *is* the company. And since business is solely a matter of human relations, the customer's regard for the company is measured to a large extent by his regard for the salesman.

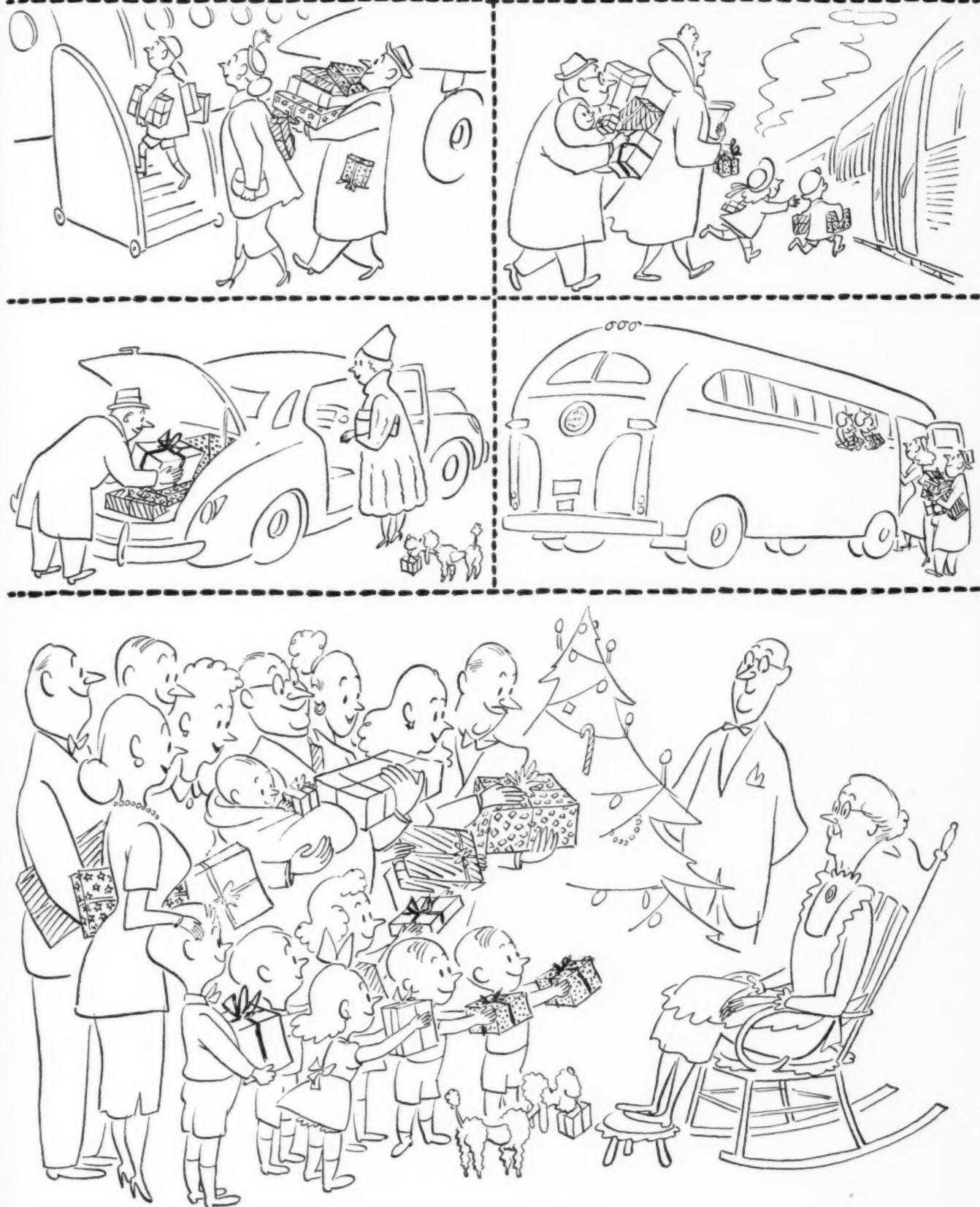
The professional salesman, representing as he does the human link between the company and the customer, stands as a factor of tremendous importance in the matter of human relations.

How do we provide more professional salesmen? The answer is simple and obvious. We train them.

The first duty of training devolves upon the corporation at what we might refer to as the graduate level. Such training would be specialized training: a thorough and intimate knowledge of the product; knowledge of what it will do and knowledge of what it will not do; knowledge of the needs of the class of customers that are to be served; knowledge of competitive products or services; a broad background of the market and, most particularly, a thorough indoctrination.

* See "Salesmanship as a Profession" by Robert S. Wilson, in the June 15, 1947, issue of SALES MANAGEMENT.

Never Underestimate the Power of a Woman!



CHRISTMAS 1947
LADIES' HOME JOURNAL

trination in the business and moral philosophies of the company.

Preceding that training, reaching down now to the college level, there should be a studied and well integrated course of training in the fundamentals of the sales division of business, together with certain electives that would equip the student with certain specialized knowledge which would be helpful to him in more quickly grasping and assimilating the training at the graduate level, which he will receive when he joins the company of his choice.

At the college level, material for such training is abundant. Schools of commerce are becoming important in our universities. Young people are flocking to college to learn business.

Fifteen years ago our schools of commerce were in their infancy. In the United States there were probably not more than 60,000 students in these schools. Today there are probably 250,000 students in our schools of commerce—or schools of business administration, as they are called in some universities. At Ohio State University, for example, the college of commerce is the biggest college in the university from the standpoint of students enrolled.

Youthful Lode

Yes, the raw material is there—eager and willing to be trained. How shall we train them?

Shall we offer them, smorgsbord style, a curriculum full of electives and trust to luck that they don't wake up with an educational belly-ache? Or shall we offer them a balanced basic diet, with just enough cafeteria style electives to whet the appetite and to satisfy the universal desire for the sweets of the freedom of choice?

Without implied criticism, it is my observation that much can be done—must be done—to improve the training we give in our colleges to students who intend to enter the sales division of business.

Business is divided broadly into three parts: production, finance, and selling. It is my observation that training at the college level is much farther advanced in the fields of production (engineering) and finance than it is in selling.

This phenomenon probably finds its explanation in the fact that, broadly speaking, the rise of our successful corporations in the last half century has depended more on skills in production and finance than in selling.

But by the same token, it is probably true that the next quarter cen-

tury will find those corporations most successful that are most skillful in their sales divisions. This means opportunity for the man who enters the sales division of business with a truly professional training. America's leading corporations will be avidly seeking men of that type.

I recognize that a great deal of careful thought and study has been put into the sales division courses now offered in our colleges, usually under the broad term, "Marketing." But I suggest that more contact between sales leaders of business and deans and faculties of our schools of commerce would not only be helpful, but is immediately essential in developing curricula that will do a better job, both for students and for their future employers, in training for a career in salesmanship as a profession.

To determine the attitude of our colleges of commerce, a survey was recently made of 20 colleges asking this simple question: "If a man enters your school with the avowed purpose of becoming a salesman, what courses would you recommend that he take?"

The answers (15 of them) can be grouped in three categories. At the one extreme (and these represent only a minority) are those who frankly say that they don't want to waste time on a man who has no higher ambition than to be a salesman. Here is a direct quote from one such school:

"I doubt very much that a young man who wanted to be a salesman throughout his life would come to this school. Practically all our men interested in the field of selling hope to get into the management end."

Next comes a group that says in effect: "We do not teach salesmanship; we teach marketing, such subjects as economics, accounting, business law, principles of marketing, finance, etc."

Then there is the third group that is obviously beginning to take the broad view that professional salesmen are greatly needed in business and are seeking to train the men who are about to enter the sales division in those fundamentals without which a sales division never can be successful. The dean of one of these schools puts it this way:

"We believe that a prospective salesman should be able to express himself fluently. When he studies here he takes 15 hours of English. Likewise, he should know how to speak effectively. Accordingly, we advise that he take a course in speech. To teach him how to think, he is assigned to courses in philosophy. A knowledge of what makes people tick is important, and that accounts for

a course in general psychology. Such courses as economics, accounting, history (religion optional) are also included in his study program."

This survey indicates that there is need for businessmen and educators to consult together by using the old American principles of cut and fit, trial and error, develop courses of training that will best fit a man to take his place in the sales division.

The opening sentence of this article, "There is need for a new look at salesmanship," is a statement that applies definitely to our colleges of commerce. As students present themselves for training in business, we need to give them a true and clear perspective of the profession of salesmanship. The dignity of salesmanship as a profession rests on the same sound and long established foundations as other professions:

Dignify the Profession

1. It is essential. No informed student of our present day economic structure would deny the essentiality of salesmanship; nor would anyone deny that true salesmanship—professional salesmanship—will become increasingly important in the next quarter century.

2. It is constructive. True salesmanship builds for a better standard of living. It helps to lower costs and increase production.

3. It is intellectually challenging. The professional salesman is a business adviser, both to his customer and to his company. As such, he must be a keen student not only of his own industry but of the industries his products serve.

4. It is remunerative. More than in most professions, the reward to the professional salesman is usually proportionate to the amount and character of service he renders.

With all humility and for the purpose of promoting the exchange of ideas between business men and educators I will give my views of the courses that will give a basic training to one looking towards a career in the sales division of business.

First of all in importance is to understand the other fellow.

The professional salesman seeks out the one who has a need and brings him in contact with the one who can supply that need best to the lasting mutual advantage of all three.

Certainly then, we must understand the other fellow, how he thinks, what makes him tick, what kind of person he is, before we can analyze his need. Certainly it is true that a lasting sale occurs only after a meeting of the minds between buyer and



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MERCIAL FM
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seller. "The name on the dotted line" is important, but vastly more important is a true meeting of the minds.

All this leads inevitably to setting down *psychology* as one of the *required* courses for anyone who is seriously preparing himself for a life career in the sales division.

I recommend not just a smattering of psychology. I recommend lots of psychology with plenty of field work included. And I recommend that the psychology course be specially prepared and taught, looking towards its value in selling. In other words, our sales division student should not bother his head with some of the more theoretical and abnormal phases of psychology, but should be taught everything that can be taught about the mental workings of his normal fellow-man.

Let us assume that our sales division student has acquired a reasonable proficiency in understanding the other fellow. Now he has to make the other fellow understand him. How to do that?

Needed: Good Vocabulary

Well, remember that while we sell *things*, we sell them through *ideas*, word pictures. The housewife doesn't buy a washing machine until she has first accepted the idea that the washing machine will save her time and work. An idea is not accepted until it is understood. It is not understood until it is clearly set forth. It cannot be *clearly* set forth without the aid of a good vocabulary used correctly.

Therefore the second required course is *English*. But English is a broad term. Let me be more precise as to the kind of English course I would prescribe.

In my experience those men I have known who have expressed themselves most clearly by use of either the written or spoken word, have been voracious readers. From that I have been led to the conclusion that the best way to learn to speak clear English is to read clear English—and lots of it. So, my course in English would be reading, reading, reading. The old masters, yes, and the best of the modern writers, too. Not heavy stuff necessarily, but good stuff. Example: Conan Doyle and Poe are just as good for my purpose as Scott and Thackeray. Emerson I recommend highly and there are several contemporary writers of good English: Louis Bromfield and Aldous Huxley, to name two.

I see no reason why such a reading course should not be pursued for the four full years. Actually it's not work—it's fun. It might almost be made

extra curricular.

Now I come to a difficult concept. But it is the core of successful salesmanship. The professional salesman, like the good doctor, or the good lawyer, depends for his success on the confidence his customers have in him. That confidence is begotten of integrity—or more simply stated, just plain honesty. Can they depend on him? Will the goods be exactly as represented? Will the price be the price, without hidden extras? In case of error will he stand up like a man and admit it and make good?

Can Honesty Be Taught?

Old-fashioned honesty—how do you teach it? *Can* you teach it? When a man gets to college is not his ethics pattern pretty well determined?

Well, I suppose you can't teach honesty as you teach arithmetic—two and two equals four. As a matter of fact, honesty isn't absolute, it's relative.

Let us assume for the sake of argument that the *direction* of a man's ethics pattern is determined by the time he reaches college. That doesn't mean that his ethical standards cannot be raised—and more to the point—crystallized and given a permanent set. We know that over 90% of the folks in this country are honest. Any time payment house will tell you that. So it follows that over 90% of the men who come to our colleges of commerce are headed in the right direction in this matter of honesty.

But, by the same token, 100% of the young men who come to our colleges of commerce speak *understandable* English. Yet I don't think anyone will disagree with me when I say that a whopping majority of them are sadly lacking in vocabulary, diction and clarity.

How then shall we teach honesty? And let me emphasize again that I am referring to *mental* honesty—that thing we call integrity. I suggest that biography is the best way. The lives of certain men are marked by great mental courage. Their writings, particularly their letters often written under the stress of hard moral decisions, are splendid examples of honesty. And we all know that we learn by example much more than by precept.

The biographies that have particularly impressed me in this respect are those of Alexander Hamilton, Abraham Lincoln, George Washington, Benjamin Franklin. There are many others that could be named.

Up to this point I have emphasized the importance of (1) being able to understand the other fellow;

(2) being able to make the other fellow understand you; (3) being honest.

Right here somebody is going to say—none of these things is going to do you much good if you can't think clearly yourself.

You've got to exercise the muscles of the brain if you're going to build them up.

There are various courses that provide the kind of mental push-ups and chinnings I am talking about. I suggest two as alternates: mathematics and philosophy. Either one requires sheer brain strength. One appeals to one type of student, the other to another type of student. Well taught, either one will provide splendid practice in that mental doggedness and perseverance required to dig below the surface of the problems that come to a man day in and day out in the course of business.

So much then for the basic courses—the fundamental requisites for success in the sales division.

Beyond the basic courses there is a list of electives that should be available. These teach knowledges that are valuable to any member of the sales division.

Financial Knowledge

A course in accounting is very useful, particularly in teaching a young man how to read a financial statement and a profit and loss statement, and how to recognize signs of strength or weakness therein. In such a course I would include a study of the costs of distribution—what elements make up those costs—and what normal standards are in various industries.

A course in the principles of marketing is important; that is, a study of what makes up the warp and woof of the fabric of the sales division of business.

A course in economics will aid a salesman in understanding and contributing to the business policies of his company, and in giving sound advice to those to whom he sells.

A course in sales management will give the student a running start in understanding how the sales division of the business is organized, how territorial lines are determined, how quotas are set, what reports are necessary, to orient himself in the company of his choice.

A course in public reading would be valuable. You will note that I say, "public reading" and not public speaking. The art of speaking extemporaneously and yet effectively is so rare as to be classed as a form of genius. But there is no reason why nine out of ten businessmen when

called upon to read a paper before a group should mumble haltingly, indistinctly and unconvincingly.

There undoubtedly are other electives that should be offered.

Then taking the basic courses and the electives combined, it is important that the educational administrator see to it that what the student gets is actually a balanced diet instead of an indigestible assortment of courses selected either by sheer chance or along the lines of the least mental effort.

And now I can hear someone say,

"All you have done is to recommend a course in the humanities."

I take sharp issue with that. I am recommending a definite vocational training course. If I had lived my life as a physician and were now recommending training courses for a college student looking towards the practice of medicine, I might recommend entirely different courses—I don't know. But I haven't lived my life as a physician. I have lived my life as a salesman and, out of my experience, I am recommending

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courses that will fit a man to be a professional salesman.

Chief stress has been laid on fundamentals or what might be termed foundation courses, rather than on strictly factual knowledge or on techniques. This has not come about by chance. It is my observation that we need more emphasis on fundamentals. We need to define for our students what the fundamentals of professional salesmanship are, in the first place. Then we need to see to it that they get the necessary foundation courses, else the factual courses

take on a distorted proportion. The student may confuse mere factual knowledge with true understanding.

It seems to me that it devolves upon us, first of all, to help young people choose that division of business for which they are best suited: production, finance or sales. This should not be too hard to do. There are aptitude tests already developed that can be used as is. Moreover, a few years of trial and experience will improve greatly their accuracy.

Since about one-third of those gainfully employed are in distribution

—the sales division of business—it is not unreasonable to assume that about one-third of the 250,000 students in our colleges of commerce will choose, or be guided towards, the sales division.

My thesis is that these young people (83,000 of them) who choose or are guided to the sales division should be offered carefully selected courses—some basic, some elective—that would train them for professional salesmanship. This on the theory that every man in the sales division should be trained to be a *salesman*. I don't care whether he ever spends a day on a sales territory or ever writes an order. If he's in the sales division, I want him to be a potential salesman. I want to be able to draw salesmen from any of the departments in the sales division, from the merchandise distribution department, the sales research department, and the sales promotion and advertising department. In our company many good salesmen have come from these departments.

I would go on, then, to say that those who take these carefully selected courses and pass them, be given some kind of distinctive degree, perhaps Bachelor of Professional Salesmanship which will set them out as having done the hard, grueling work necessary to qualify as a professional salesman.

Genesis of Business

Many of those who take and pass the courses required for a degree in professional salesmanship may end up in some other part of the sales division than a sales territory. That makes no difference. Remember, nothing happens in business until a sale is made. Accounting, transportation, statistics—all these are important, extremely important, but they are only important *after* a sale has been made.

I do not want anyone to interpret this discussion as implying that a college education is necessary to become a profession salesman. Not at all. An *education* is essential—but not necessarily a college education.

Some of the best educated men I have known are self-educated. And this I have noticed about the self-educated man: He keeps on educating himself. He recognizes—as so frequently the college man does not recognize—that true education is a *continuous* process—that just as weeds soon grow up and choke a field that is not kept in cultivation, so the weeds of ignorance grow up and quickly choke the mind of the man who, ever so briefly, lets the process of education cease.



Tenn. Conservation Dept. Photo

With its dark-fired tobacco known and preferred in many countries, Montgomery County, Tennessee, makes its tobacco a major crop and its tobacco floors a major industry. Corn, wheat and livestock, added to tobacco, rank Montgomery as one of the richest agricultural counties in Tennessee. Clarksville, the county seat, is a thriving city of many industries. Low-cost TVA electric power is distributed throughout the county. Montgomery is one of the thirty-six counties comprising the Nashville trading area—the rich market blanketed by Nashville's two great newspapers.

NASHVILLE CITY ZONE POPULATION	266,505
NASHVILLE MARKET POPULATION	920,843

Nashville Banner **The Nashville Tennessean**

EVENING

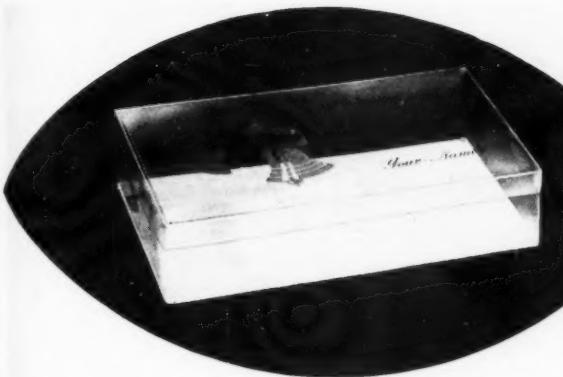
MORNING

SUNDAY

NEWSPAPER PRINTING CORPORATION, AGENT

Represented by The Brannah Company

Fabricated by
Central States
Paper and Bag
Company.



ready-made for \$ales...



WITH

VUEPAK

FOR



PERFUME



CORSAGES



COOKIES



CANDY



HATS



POWDER PUFFS

Your product's eye-appeal is instantly translated to "buy-appeal" when you show it in sparkling, transparent VuePak. Sales-making color, beauty and design are enhanced, fully displayed and protected in individual "showcases" of this rigid, crystal-clear, Monsanto packaging material.

Pre-fabricated boxes like these make the VuePak "eye-way" to selling even easier and more economically available. A variety of sizes and shapes make them adaptable to a wide range of products. Printed to order with attractive designs and your name, they give your product truly distinctive individuality in addition to VuePak's proved selling value.

If your product is good to look at, it will pay you to put it in VuePak. Shoppers can't overlook VuePak'd merchandise, and retailers give it fullest cooperation.

Get complete information from

MONSANTO CHEMICAL COMPANY,
Plastics Division, Springfield 2, Mass.

In Canada: Monsanto (Canada) Limited, Montreal.



VuePak: Reg. U. S. Pat. Off.

SERVING INDUSTRY . . . WHICH SERVES MANKIND

DECEMBER 15, 1947

MONSANTO
CHEMICALS - PLASTICS



TASTEFUL HOT LUNCHEONS are served the guests. Here, participating food companies have a chance to get samples actually in the mouths of the city's menu planners. Miss Margaret Pettigrew, director, (shown right) also mentions the products in her daily talks.



Thousands of Women Window Shop At Philadelphia Home Center

Free lunches, free entertainment, and attractive exhibits of products for the home draw club groups to this permanent merchandise fair sponsored and developed by The Philadelphia Bulletin. There's no high pressure selling.

Come next February, 100,000 Philadelphia women—all members of various women's clubs and organizations—will have been guests of the Homemakers Center, located in the heart of the city's shopping district.

What now promises to become a Philadelphia institution was launched in February '47 by *The Philadelphia Bulletin*. As its name infers, the Center is dedicated to the advancement of better homemaking.

Every day, except Saturday and Sunday, approximately 450 women visit the Center. From the spacious foyer the guests enter a village reminiscent of the quaint Philadelphia of pre-Revolutionary days. Winding streets are lined with gay little shops,

all displaying—and some demonstrating—the latest products and services that make for modern homemaking. There are 40 odd shops, each of which has been rented on a yearly basis by a Philadelphia concern or the Philadelphia distributor of a company operating nationally, in this "Window Shopper Village." While Mrs. Housewife cannot spend a dime at any of the booths in this window shopper's paradise, she can browse to her heart's content, make inquiries and request that further information about products be forwarded to her.

The second big feature of the day's events, all of which are under the supervision of Miss Margaret Pettigrew, Director of the Center, is the

luncheon in the combination dining hall and auditorium.

Through these leisurely luncheons the Center's participating food companies are given an opportunity to do a truly effective *sampling* job—direct to those most concerned with the family market basket. These companies, of course, are given full credit on the attractively printed menus and in Miss Pettigrew's talks.

After luncheon the women again visit the Window Shopper Village and then the afternoon is given over to some program of special interest to women in the auditorium. This may be a fashion show, or a sewing or hat-making demonstration. There is always a cooking demonstration. The day closes with the drawing of door prizes which are usually products of firms participating in the activities of the Homemakers Center.

The Homemakers Center, as it has developed, has proved a sound promotional and cooperative enterprise. Booths in the Window Shopper Village are 100% contracted for and

Assure maximum two-way effectiveness with ILLUSTRAVOX sound slidefilm training



EMPLOYEE training is faster, easier, more graphic, and more convincing when you use Illustravox sound slidefilm equipment. Dramatic pictures and spoken words command interest — focus full attention on your training story.

• Field-proven in all types of sales and production training, in peacetime and war, Illustravox two-way training is the one best way — the most effective, the least expensive. Trainees learn as much as 55% faster, and remember up to 70% longer when trained the Illustravox way.

• • Over 80% of all sound slidefilm equipment now in use is Illustravox. Inexpensive in initial cost and upkeep, too, Illustravox training proves its merit immediately in better trained personnel, in turn creating better business for you. Place your order today. The Magnavox Company, Illustravox Division, Dept. SM-12 Fort Wayne 4, Ind.

• • • **Where To Buy Illustravox.** You can obtain Illustravox equipment through leading commercial film studios and at better photographic supply, and camera stores. Ask for a demonstration today!

ILLUSTRAVOX

THE ILLUSTRATED VOICE

DIVISION OF THE **Magnavox** COMPANY • FT. WAYNE
MAKERS OF FINE RADIO-PHONOGRAPHS



Season's Greetings

from
New Jersey's
Oldest
Newspaper

★
Established 1779
★

Elizabeth Daily Journal
ELIZABETH, N.J.



GROUP OF CLUB WOMEN pause before one of the shops in the "village" to admire the latest in kitchen equipment. There are 40 attractive booths in all and companies contract for them on a yearly basis for their displays.

the facilities of the Center have been booked by women's organizations far into June, 1948.

Here's how the project functions to the advantage of the women's organizations, the participating companies, and the sponsor:

1. Women's organizations (community clubs, garden clubs, church groups, home and school councils, etc.)—Neither *The Philadelphia Bulletin* nor the Homemaker Center charges a penny for the luncheon, the tour of the village or the day's educational or entertainment program. The project does provide an opportunity whereby any of these organizations may raise funds for their individual treasuries. A club simply books the Center for a certain date. The Center prints tickets with the club's name and the date of the luncheon. The club then may charge its members any price it wishes—75 cents one dollar, etc. The entire proceeds of ticket sales go to the club treasury. The only stipulation is that the minimum attendance is 50. Frequently three of four women's organizations are represented at the Center on the same day.

2. Participating companies—The Window Shopper Village gives them a chance to contact the family purchasing agent under highly favorable conditions. Here there is complete absence of high pressure—there is merely an attempt to interest and motivate later sales by attractive display in a homelike setting and by adequate demonstration. Among the firms that are represented in the Window Shopper Village are the A & P Food Stores, American Stove Co., Pierce-Phelps Co. (electric appliances), Revlon Products Co., The Atlantic Refining Co., and RCA

Victor Co. The food companies, of course, are given the opportunity to get their samples actually into the mouths of the city's menu planners. One of the luncheon menus, for instance, included products of The Welch Grape Juice Co., The Crosse & Blackwell Co., Claridge Food Co., Cudahy Packing Co., etc.

3. The sponsor—*The Philadelphia Bulletin*, by originating and sponsoring the Homemaker Center, has an exceptional good-will building program and is maintaining a high level in customer relations (advertisers) and in public relations (readers).

The planning and preparation for such a project took well over a year. The quest for a desirable site took months and finally led to 17,000 square feet of floor space, the second floor of a building near the corner of Philadelphia's Eighth and Chestnut Streets.

The project first was introduced to the city's leading business concerns by way of brochure which featured photographs of the scale models of the streets and shops of Window Shopper Village and preview shots of the prospective luncheon guests. Only the last two pages of the brochure were given over to an explanation of the objectives of the Homemakers Center. Ensuing inquiries were handled by *The Philadelphia Bulletin's* advertising representatives.

The popular appeal of the Center for Philadelphia women is attested by the fact that it has sailed along under its own steam almost from the time of its inception. It has been given only two stories in *The Philadelphia Bulletin*. The first was a preview story, and the second was published the day after the opening of this cooperative venture.

what!
you don't know

SULLIVAN

Then you are not covering the Tobacco Industry because Sullivan publishes THE TOBACCO LEAF and TOBACCO LEAF covers the Tobacco Industry.

It will pay you to know SULLIVAN and THE TOBACCO LEAF.

SULLIVAN BUSINESS PUBLICATIONS
80 Wall Street • New York 5, N.Y. • Phone HANover 2-2318

ESTABLISHED 1865
THE TOBACCO LEAF

Talking to Chicago's Most IMPORTANT Million

The Direct Way to SALES in this Great Midwest City

Make Chicago Daily News Your CO-WORKER in Selling



Percentage of Chicago Daily News Families in Each Income Group:

Over \$7,499 10.8%
\$5,000 to \$7,499 . 13.9%
\$3,000 to \$4,999 . 39.6%
\$2,000 to \$2,999 . 23.3%
Below \$2,000 . . . 12.4%

These figures were obtained by an independent survey, conducted exclusively among regular Daily News readers, representing a valid cross-section, house-to-house sampling.

Advertisers in Chicago have a distinct advantage. They can talk directly, and *intimately*, to Chicago's most IMPORTANT million consumers by using only ONE newspaper—the Daily News.

As a matter of fact, the reader-friends of the Daily News number, by a very conservative estimate, far more than a million; and, in total, they represent a *high concentration* of buying power. They have the *dollars* to satisfy *desires*.

In the panel at the left you will find the income figures of Chicago Daily News families. Study these figures. Then you will know what SELECTED mass circulation means—to you as advertiser in Chicago! If you cannot get into the HOMES of this most IMPORTANT million with what you have to say, you can hardly expect to get in with what you have to sell!

CHICAGO DAILY NEWS

For 71 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

LOS ANGELES OFFICE: 606 South Hill Street

NEW YORK OFFICE: 9 Rockefeller Plaza

DETROIT OFFICE: 407 Free Press Building

SAN FRANCISCO OFFICE: Hobart Building

New Books for Marketing Men

Design for Business, by J. Gordon Lippincott, published by Paul Theobald. Price \$8.00.

Industrial design, says the author, is art applied to mass production and merchandising. It's a combination of consumer-industrial research, seeking what people want and the economic means of providing for these wants. It has the frank objective of increased sales and

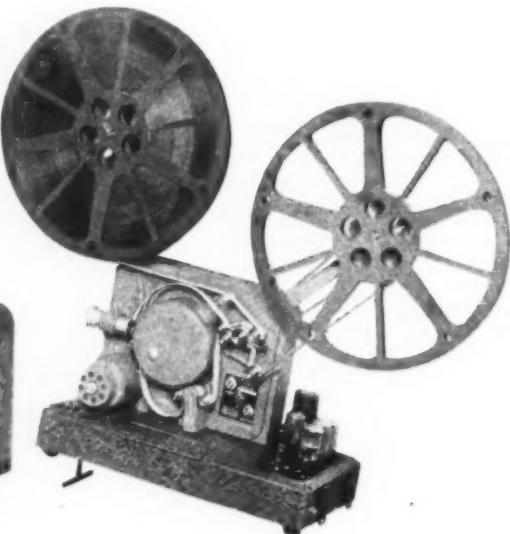
profits. It benefits the consumer in providing a better product and the manufacturer in yielding a greater return on his investment; as such it becomes a potent force in our economy. This book is directed to the manufacturer as well as the artist and student. It shows how to apply art to merchandising in the broadest sense. Mr. Lippincott, since 1935, has been an industrial design consultant for over 300 nationally known manufacturers (Soundscript Corp., Paramount Pictures, Inc., United Airlines, Tucker Corp. are a few.) His book contains several hundred illustrations—from fountain pens to airplanes.

The Five Great Rules of Selling, by Percy H. Whiting. Published by The McGraw-Hill Book Co. Price \$3.50.

Percy Whiting belongs to the win-friends-and-influence-people school of selling. He's managing director of Dale Carnegie & Co. And he gets right down to cases with a *short* introduction which informs his reader that this book was written to help salesmen sell. Mr. Whiting points out that his is a "how to do" book; it gives a brief list of needed qualities for selling, then tells how to develop them. A few of Whiting's maxims: (1) Know more about what you are doing than any other salesman; (2) demonstrate that you can do the three big jobs of sales management—hire them, train them and work them; (3) set a good example; (4) get out from under the bushel; (5) keep everlastingly at it.

A Remarkable Aid to Modern Salesmen

- Convenient
- Economical



The New DUAL SPEED MOVIE-MITE

Projector for both Silent and Sound 16mm Films

Portable . . . weighs only 27½ pounds, complete. Single case contains everything needed for complete show—projector, table top screen, speaker, cords, take-up reel, and has extra space for lamps and incidentals.

Ideal for smaller group showings. Larger, standard screen may be used for larger audiences of 80-100 people. Shows perfect picture 6 ft. wide in darkened room.

Movie-Mite is made of best quality die-cast and precision machined parts. Simplicity is the outstanding feature. In threading, only one moving part need be operated. Show can be on the screen in 3 minutes.

Reel capacity 2000 ft. Fast power rewind . . . adjustable tilt . . . quickly adjusted framing device . . . utilizes a single, inexpensive standard projection lamp for both picture and sound projection . . . no separate exciter lamp necessary. Durable plywood case, leatherette covered.

Universal, 25-60 cycle—A.C. or D.C., 105-120 volt operation. Convenient dual speed control switch.

SEE YOUR INDUSTRIAL FILM PRODUCER
FOR DEMONSTRATION.

Write for
illustrated
folder
giving
complete
details.

"KEEP YOUR EYES AND EARS ON MOVIE-MITE"

MOVIE-MITE CORPORATION

1105 EAST 15th ST.

KANSAS CITY 6, MISSOURI



You Can Be Successful and Follow the Golden Rule, by Harold S. Kahn. Published by Wilcox & Follett Co. Price \$1.00. In cloth, \$2.00.

Don't let the title fool you. This isn't a Sunday-school tract. Author Kahn goes into such week-day problems as choosing the right business, getting it started—or yourself, as the case may be—off on the right foot, good-will and effective advertising. He doesn't talk down to his reader; the booklet calls a spade a spade, is constructive, almost fatherly advice.

Colors: What They Can Do for You, by Louis Cheskin. Published by Liveright Publishing Corp. Price \$5.00.

So little has been known, or understood until recently, of the importance of color in regard to sales, efficiency, or even happiness, that Mr. Cheskin's book is being used by many executives as a study course. The author has conducted a series of practical experiments, as associate director of Color Institute of America, involving thousands of people . . . psychologists, businessmen, and others. Out of his studies was born this book. Details range from color protection against Atomic bombing to man-catching wiles in women's dresses. Back of the book carries a helpful subject index.

... of the 52.4% families in ABC Detroit* who read The Detroit Times everyday— 71.8% have The Detroit Times delivered to their homes daily by regular Times carrier boys.



418,058
TOTAL
DAILY

617,541
TOTAL
SUNDAY

*ABC Detroit" consists of all the territory within the corporate limits of Detroit plus the cities of Dearborn (eastern portion), Grosse Pointe, Hamtramck, Highland Park, Lincoln Park, River Rouge, Ferndale; the villages of Grosse Pointe Farms, Grosse Pointe Park, Grosse Pointe Shores, Grosse Pointe Woods and Gratiot Township—as defined by Audit Bureau of Circulations.

The DETROIT TIMES

A GOOD NEWSPAPER...FASHIONED FOR THE FAMILY

REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE

The Passion for Inquiries

BY CHELTENHAM BOLD

Volume and quality of direct inquiries do not determine either the effectiveness of advertising, or of any advertising medium. Yet hundreds of advertisers fall into the trap of judging advertising by these criteria alone.

When the manufacturer buys a supply of coal to burn under his boilers, he can make accurate physical and chemical tests both as to quantity and quality. When he buys materials or parts or supplies which go into the fabrication of his product, he can do the same thing. When he hires a salesman to cover a certain territory, he can check the volume of business turned in against the salesman's compensation and past records in the same territory, thus determining with fair accuracy the value of the service rendered.

When he starts in to buy advertising, however, in the vast majority of cases he can do nothing of the sort. For the effects of advertising are not recorded in thermal units, or square feet, or avoirdupois, or immediate dollars and cents, but in the minds

of the men and women who may happen to read it. To subject such invisible and intangible effects to scientific measurement is a sheer impossibility, and if business men could only be brought to realize this perfectly obvious fact there would be more successful advertisers than there are today. I have previously pointed out the effects of advertising are purely psychological, whether you happen to fancy the term or not, and that it is only through the medium of the psychological effects that any tangible results whatever may be secured.

Getting advertisers to appreciate the fact—particularly newly fledged advertisers—is, I am frank to confess, a job of some difficulty in the life of an advertising agent. The mind which is accustomed to dealing

with tangible commodities at so much per ton does not readily adjust itself to the problems involved in the purchase of advertising space and advertising copy. Hence it frequently happens that advertisers attempt to set up for themselves some machinery or system which will relieve them from the necessity of exercising their own judgment and common sense, by providing them with an infallible and automatic index of values. A system in other words, which will weigh the imponderable, and measure the intangible. And so it is not uncommon to find advertisers basing their judgment of the value of advertising mediums and advertising copy upon the number of direct inquiries received, when in the majority of cases they have about as much use for inquiries from the general public as a rattlesnake has for a pair of rubber overshoes.

Now before going any farther, let me make it absolutely clear that I am not arguing against direct inquiries *per se*. In many cases they are absolutely necessary, and in many others extraordinarily useful. A general mail-order business could scarcely exist without them. The job of introducing a new product is often vastly simplified by pulling direct inquiries for literature or samples. When a concern has exclusive dealer representation, it is often advisable to get track of prospects by direct inquiry and refer them to the dealer by way of cooperation. When distribution is needed, it is frequently helpful to be able to show a prospective dealer a number of inquiries for the goods originating in his trade territory. I have nothing to urge against direct inquiries in cases where they can be turned to immediate and practical use. But I do maintain that those cases are exceptional, and very few in number, as compared with the great majority of concerns which can make no profitable use of consumer inquiries at all.

Indeed, it is my humble opinion that the passion for inquiries, and the reliance upon inquiries as a test of the value of mediums and copy, has ruined more advertisers than it has ever helped. As a means for kidding one's self into a notion of false security, the consumer inquiry is superior to almost anything else that I can think of.



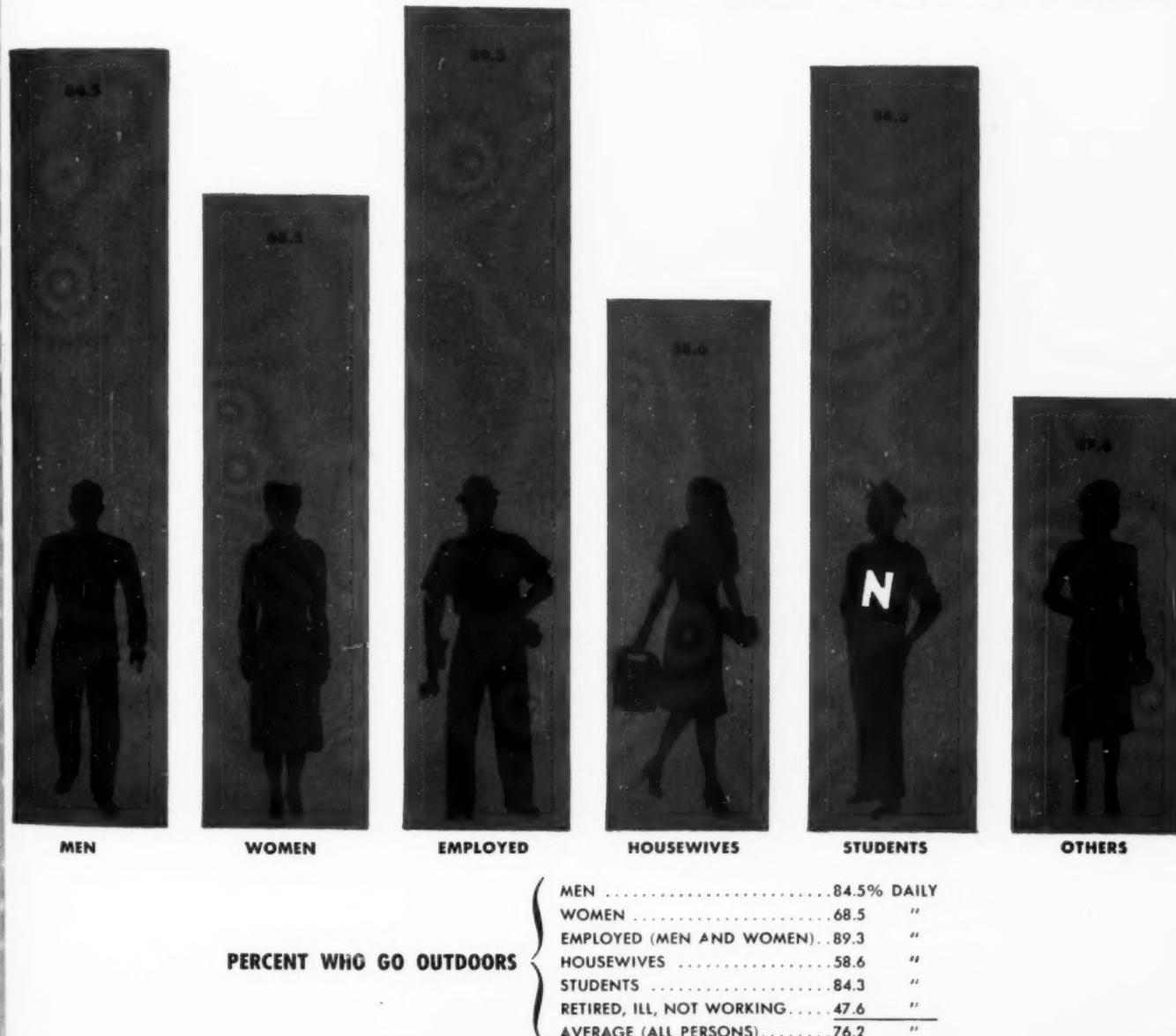
OUTDOOR
"FIRSTS"

NO. 2 IN A SERIES

First in

COVERAGE

OF ALL THE PEOPLE



(Based on a pilot study made by the Traffic Audit Bureau in Fort Wayne, Ind.—1946)

OUTDOOR ADVERTISING COMMISSION

NATIONAL SALES REPRESENTATIVE
OF THE OUTDOOR INDUSTRY

OAI

60 EAST 42ND STREET
NEW YORK 17, N. Y.

ATLANTA • BOSTON • CHICAGO • CLEVELAND • DENVER • DETROIT • HOUSTON • LOS ANGELES • PHILADELPHIA • ST. LOUIS • SAN FRANCISCO • SEATTLE

SIOUX CITY, IOWA

130th

U. S. CITY IN POPULATION

(SECOND CITY IN IOWA)

Ranks

4th
4th
43rd
80th
94th

IN PER CAPITA BUYING INCOME

IN PER FAMILY BUYING INCOME

IN WHOLESALE SALES—Outranking
87 Larger U. S. Cities

IN MERCHANDISE SALES

IN DRUG SALES

(All facts from Sales Management
1947 Survey of Buying Power.
Further reproduction not licensed.)

WHY DOES SIOUX CITY, IOWA, OUTRANK SO MANY CITIES OF MUCH LARGER SIZE IN SO MANY IMPORTANT ASPECTS? Why, for instance, does Sioux City outrank Rochester, N. Y. and Oakland, California—cities four times as large—in wholesale sales? Or Des Moines, Iowa; Spokane, Washington; San Antonio, Texas; Toledo, Ohio. WHY?

THE ANSWER IS SIMPLE. The present population of Sioux City (Corporate limits) is approximately 87,000. However, as is true of few other cities in the United States, its population gives no accurate clue as to its business activity. Sioux City is the capital of a great farming community that extends into four states and is isolated from all other metropolitan centers. IT IS THE PRIMARY RETAIL AND WHOLESALE BUSINESS CENTER OF A COMMUNITY (Twelve counties nearest Sioux City) OF 271,560. Its fifty-five county A. B. C. Retail Trading Zone has a population of 750,059.

AS A SALES POTENTIAL—a business center, SIOUX CITY IS NOT SMALL. Advertising in its newspapers means an extension of influence and profits into a major U. S. market.



The Sioux City Journal JOURNAL-TRIBUNE

SIOUX CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE

JANN & KELLEY, INC.

NEW YORK - CHICAGO - DETROIT

ATLANTA - SAN FRANCISCO

As a matter of fact, I could name you a sizable number of advertisers who are kidding themselves after this fashion, although they do not by any means refer to it in such terms. On the contrary, most of them are likely to be very proud of the system, to which they apply the rather pretentious title of "merchandising the advertising." They pride themselves on their shrewdness and their ability to measure the effect of every penny they spend for advertising. Nobody can put anything over on them. They take nothing on faith—not they! No blue-sky artist of an advertising agent can talk them into spending their money for mere psychological effect! They are out for results, first, last and all the time, and the only results that are worth a whistle made of a pig's tail are definite, tangible inquiries which can be turned into sales. Brass tacks, ladies and gentlemen, brass tacks!

Use of Good Judgment

All of which is very impressive, and conducive to an atmosphere of bustling activity which looks like progress. But suppose you go out into the field and interview a few salesmen and branch managers, provided you can catch them in an unguarded moment. Ask them to give you a candid opinion as to the net volume, boiled down and undiluted, of the tangible inquiries supplied by the home office. Get them to tell you how much time and money they spend chasing will-o'-the-wisps of "Prospects" who either are not in the market at all, or have a vague notion that some day they might be able to buy the goods. Ask them how often they lose sales to a competitor because he is able to concentrate on real, live prospects while they are following up and reporting on advertising students and the idly curious. Find out how much time they spend filling out report forms, correcting mailing lists, and dodging red-tape entanglements generally. Then ask what would happen if they were allowed to use their own judgment, based on first-hand knowledge of the territory, and to concentrate on prospects who are known to be worth at least car-fare. The chances are that you may find out something.

If then you will go back to the home office and make some inquiry as to the cost of all this elaborate system, you may find out something more. Get down in black and white the sum total of expense that lies behind all this delightful rattle of typewriters and rumble of presses; this filling out of forms and multi-colored filing cards; this hemorrhage of post-

age stamps. Take a good long look at it, and then ask yourself candidly who it is that directs the expenditure of this money. It is spent in the sacred name of efficiency, but who is it that determines where it shall be spent? On general principles I think it would be wiser, as well as cheaper, to control this expenditure yourself, instead of letting Tom, Dick or Harry pull the plug out of the waste-pipe merely by sending you a name and address. It doesn't notably resemble efficiency to let the "general public" direct the efforts of one's salesmen, and determine the directions in which expenditures shall be made.

Inquiries Are Easy to Get

Furthermore, as any experienced advertising man can tell you, it is one of the easiest things in the world to "pull inquiries"—a whole lot of inquiries. All that is needed is an invitation to write for this free book which will be sent without cost or obligation. Offer 'em something for nothing, and you can generally get an extra letter carrier assigned to your route. The value of the seekers after wisdom or free samples, considered as prospects, is generally another story, however. For it is one of the hardest things in the world to pull inquiries in any appreciable quantity from prospects who grade very high from the sales point of view. If this were not true, salesmen would soon become obsolete, and we should be able to do the whole job merely by inviting prospects to elect themselves as candidates for follow-up literature.

Again, it is unfortunate but true that advertising copy cannot do two things at once very successfully. It cannot, for example, place all the emphasis upon the advisability of sending for a free book, and at the same time create a feeling of confidence in the house or in the product. It is extraordinarily difficult to combine a style of writing that will induce somebody to act, with the restraint and sincerity that creates the atmosphere of quiet dependability. The consumer who goes into the retail store and comes out with the goods under her arm represents a net profit to the manufacturer, while the consumer who writes for a free handout represents merely an opportunity to spend some money. The one is a result of advertising which increases the stability of the goods, while the other is the result of copy which treats the goods by inference in a general scheme to get inquiries.

It follows, then, that inquiries as a basis for judgment of advertising copy are quite misleading in the vast

Waste Linage? NOT IN FALL RIVER!

In cities with more than one newspaper your copy and your dealers' may be reaching separate audiences—instead of teaming up in the same newspaper in a concentrated selling effort.



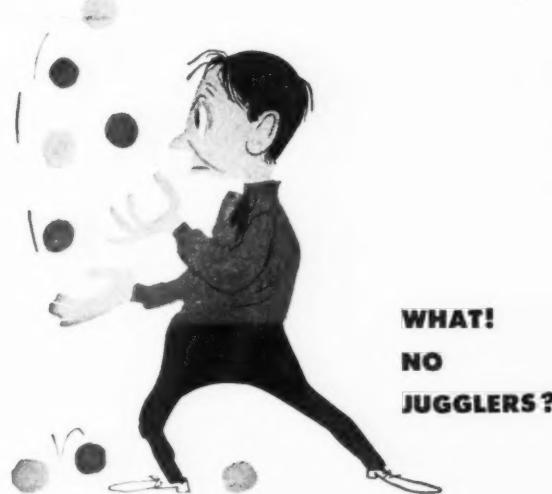
There's no risk of a divided pull—of waste linage—in Fall River, where you and your dealers use the city's only newspaper to reach 96.9% of the families.

For low cost, double-barreled advertising—aimed at a \$95,000,000 sales target—place the Herald News on your list.

FALL RIVER HERALD NEWS FALL RIVER, MASS.

KELLY-SMITH CO. NATIONAL REPRESENTATIVES

New York, Boston, Philadelphia, Chicago, Atlanta, Detroit,
Los Angeles, San Francisco



We have only one trick—100% service to help people whose big interest is home and family. There are over 3,000,000 such families—husbands and wives—buying for over 10,000,000 people—screened into the BH&G audience every month by the 100% service appeal. Want a share of the billions they spend every year?



What every sales manager knows about *his* business:



Markets are just like people. Those that pay off best deserve (and get) the most attention.

With competition keener—and sales and advertising costs higher—the sales manager knows *he can't afford to waste any of the ammunition with which management provides him.*

Fortunately, because of his growing importance, today's S. M. is consulted to a greater extent than ever before. And, under the conditions he will face in 1948, he knows that *those markets where buying power is concentrated deserve most attention.*

In those markets, Metropolitan's twenty-six (26) Sunday Magazines come mightily to his aid—because their 15,000,000 families reside where, at retail, \$700,000 out of every \$1,000,000 are spent.

Locally published and *locally* edited by 26 of the country's most powerful Sunday newspapers, Metro's Sunday Magazines provide the deepest available penetration in—not just 26, not just 32, not just 45—but more than 500 major markets, 40 of them cities with

populations of 100,000 and over.

Moreover, "on-the-spot" publication and editing provide *flexibility*—enabling the sales manager to put *local impact* into his national selling program. Top cover-to-cover readership produces readers at the lowest cost per \$—in full color or monotone **GRAVURE**.

Have you heard the whole Metro Sunday Magazine story lately? It will pay you to investigate.

★ ★ ★ ★ ★ ★ ★

These are the 26 Sunday magazine picture sections of Metropolitan Group

ATLANTA *Journal*
 BALTIMORE *Sun*
 BOSTON *Globe*
 and/or *Herald*
 BUFFALO *Courier-Express*
 CHICAGO *Tribune*
 CINCINNATI *Enquirer*
 CLEVELAND *Plain Dealer*
 DES MOINES *Register*
 DETROIT *News*
 and/or *Free Press*
 INDIANAPOLIS *Star*
 LOS ANGELES *Times*
 MILWAUKEE *Journal*
 MINNEAPOLIS *Tribune*
 NEW YORK *News*
 PHILADELPHIA *Inquirer*
 PITTSBURGH *Press*
 PROVIDENCE *Journal*
 ST. LOUIS *Globe-Democrat*
 and/or *Post-Dispatch*
 ST. PAUL *Pioneer Press*
 SEATTLE *Times*
 SPRINGFIELD *Republican*
 SYRACUSE *Post-Standard*
 WASHINGTON *Star*

Unlike other national media, Metropolitan Group is a *national network* of twenty-six (26) *locally owned, locally edited, locally powerful Sunday magazines . . . printed in Gravure* for 15,000,000 families.

Their *local ownership, local view point, local editing, local power, add up to the greatest local patronage and popularity accorded anything in print.*

Metropolitan Sunday Magazine Group

220 East 42nd Street, New York 17, N. Y.

TRIBUNE TOWER
 CHICAGO
 NEW CENTER BUILDING
 DETROIT
 155 MONTGOMERY ST.
 SAN FRANCISCO

★ majority of cases. The copy which produces the greatest number of inquiries may, and often does, have the very least effect on the salability of the goods, because in the very effort to secure inquiries the product is shoved into a secondary place.

★ Quite as misleading is the reliance upon inquiries as the basis of judgment as to mediums. Many advertisers do this, even when their copy is not primarily intended to produce inquiries, and many excellent advertising mediums suffer at times in the estimation of business men because they reach a class of readers who are not easily persuaded to fill out coupons, and do not run for the pen and ink every time their interest is aroused. That, however, is a subject which is worth more extended consideration than can be given to it here, and it will have to be held over until next time.

★ I have said, and I repeat, that inquiries from the consuming public are indispensable to the concern which is selling merchandise direct to the public without the intervention of salesmen. They are also often useful as a temporary expedient to aid in getting distribution. In the great majority of cases, however, the advertiser who insists upon inquiries as the measure of successful advertising is taking the shadow for the substance, and is demonstrating his own essential lack of faith in his own proposition.

The Shadow for the Substance

★ Not so many years ago, one of the most prominent advertisers in the office equipment field was playing the inquiry game with the greatest enthusiasm, and the advertising manager was prepared to demonstrate the most efficient system in the universe, barring none. More than a hundred people were kept busily engaged under his supervision, and the packing house industry had nothing on him when it came to utilizing everything but the squeal. There was a series of six booklets, ranging in cost from eighty cents down to a dime, and six different embossed letterheads for the primary follow-up. There was a "service department" of sixteen people (salaries from \$5,000 a year down) who studied the inquiries and supplied specific information bearing on the supposed needs of the prospect.

★ There was an elaborate system of checking and counter-checking the mailing list, with a secondary follow-up at intervals of three months for those who proved hard-hearted. Every time a name came up again in the revolution of the seasons, the branch office in the territory was notified,

and if a call on the prospect wasn't reported within a week, a follow-up ensued addressed to the branch manager. The advertising manager's opinion of the salesmen was expressed in terms more pungent than complimentary, but the salesmen's opinions, though pungent, were not expressed. They were too busy giving imitations of a cat on a hot stove, and trying to extract enough bona fide prospects from the mess to keep ahead of quota.

It happened, however, that the advertising manager departed for a more altitudinous position elsewhere, and the new incumbent took counsel with the sales manager just before he went on a trip to the branches. The result was a report to the board of directors which caused an acrimonious debate, but ultimately brought about an important change in policy.

If a salesman wishes direct mail sent to a prospect, he requests it on his daily report. Three or four pieces are sent, at regular intervals, but they are all addressed at the same time, and the company keeps no record in the form of a general mailing list. If the salesman wants the prospect to receive more advertising, he must make another request. In a word, the company is directing its own advertising expenditure, instead of letting the public do so. The salesmen are handling their own prospects, and conserving their energy instead of scattering it. The advertising in magazines and newspapers is doing better service than ever, because it is devoted to the task of demonstrating the product instead of peddling free literature. The dire prognostications of disaster simply didn't make good. Gross sales have increased faster since the change than they did before. The only difference is that it is not possible nowadays to claim that a given sale is the result of the advertising because the purchaser submitted a sample of his handwriting in advance. The company, however, is not so much interested in collecting autographs as in earning profits for its stockholders, and the reduction in the advertising department costs is something which the stockholder can very readily appreciate.

NOW WE TELL YOU: That this article is a reprint of one that appeared originally in *Sales Management* in December, 1923. It was reprinted recently by one of America's biggest publishers because "nothing better on the subject has ever been written." That gave us the idea for this repeat performance.—The Editors.

How a Big Store Controller Evaluates Your Wares

BY JAMES C. CUMMING

Vice President, John A. Cairns & Company, Inc.

You and your goods are just a batch of figures to this key man in department store management. This article outlines his functions, summarizes the specific factors he analyzes when he judges the merit of your line.

Sometimes the controller is referred to as the "pilot" of a department store. Or he may be described as a reporter, who gathers the important facts from every department and every line of merchandise, and gives them back to the store executives in understandable, usable form.

However you choose to name him, the controller has assumed a position of greatly increased importance during the past decade. Once little more than a bookkeeper, he is now a shaper of basic store policies. Much of the new importance of the controller's job stems from the imaginative way in which their work was treated by outstanding controllers such as Ernest Katz, R. H. Macy & Co.; Jay D. Runkel, Halle Brothers, and others who helped make the Controllers' Congress of the National Retail Dry Goods Association the power that it is in retail circles today. It also stems from the key position the controller occupies.

The controller works behind the scenes. It is difficult for a manufacturer to meet him, but the influence and decisions of the controller may have a profound effect on the manufacturer's success or failure in a specific store.

What does the controller do? This outline will give you a quick picture of his position in the store:

He is responsible for the speed and accuracy with which bills are paid. He sets up stock control systems. He records mark-downs. He figures mark-up. He takes cash discounts. He figures stock turnover. He analyzes the reasons for mark-downs.

He supervises the personnel and form letters of the credit department.

He is responsible for taking inventory.

He supervises the tube rooms.

He watches over charge account authorizations.

He bills customers and pays manufacturers.

He is the liaison officer between the store and its bankers.

He places the store's insurance.

He shares with the merchandising divisions the responsibility for the return room through which merchandise is returned to manufacturers.

He is a member of the store's management board.

To the manufacturer who may be used to waiting until the end of September for a detailed report on his August operations, and even longer for various classification breakdowns, the speed and accuracy with which top-notch retail controllers' offices function should prove amazing. Final inventory figures are delivered to store heads and to department managers within a few days after the inventory is taken.

More startling than that, is the fact that in some stores each buyer gets a "white slip" from the controller's offices every Monday morning, which gives him the exact status of his department for the previous week through Saturday. Its figures include the department's percentage of mark-up and mark-downs, goods returned by customers, total sales,

platform receipts for the week, and total book inventory.

The setting up of stock controls should be of special interest to every manufacturer. For it is through stock control that stores have achieved a semblance of the "balanced stocks" that are ideal with all of them.

Today's scientific unit control systems and other accurate forms of stock control were worked out after various controllers pointed out to their managements that 75% or 80% of the store's business was being done on about 20% of the stock. Furthermore, they emphasized, the selling departments had a habit of running out of the items that made up that 20% on which the real volume was done. It was then up to the controller's office to devise the systems—different ones for departments with varying stock problems—that would help to bring the stock into something like balance, and keep the store from constantly running out of its fastest selling items.

Once the system has been installed by the controller's office, the merchandise department keeps it running. But it's important that the manufacturer recognize merchandise controls as a function of the controller's office, because there are many lines for which the manufacturer can set up an ideal stock control system. He can even couple it with an automatic reorder system, which will give him a steady flow of business and will insure both himself and his retailer against out-of-stock conditions at the retail level.

Setting up a system of this kind may well become a bridge between the manufacturer and the controller.

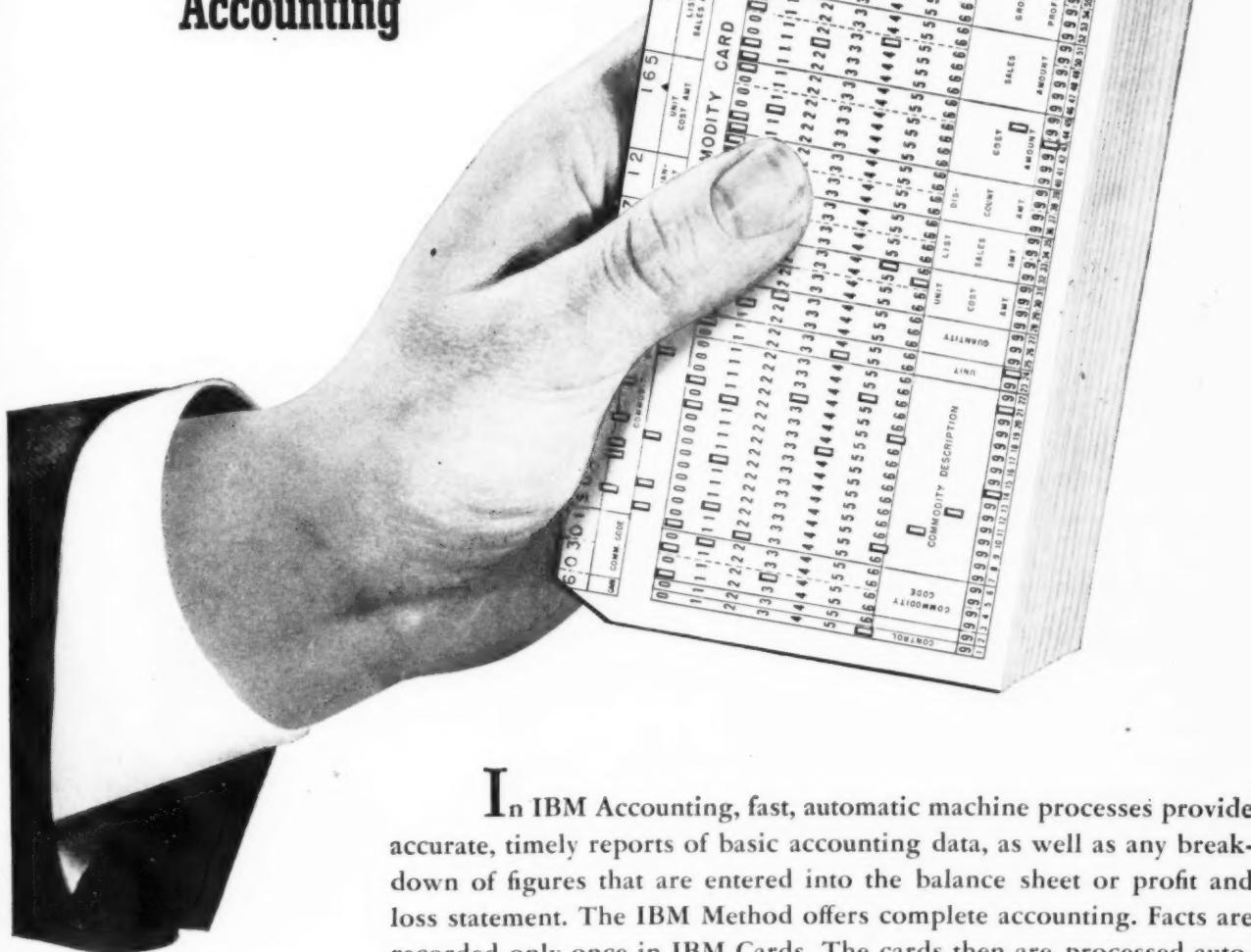
The controller won't be interested in your merchandise, except as it produces mark-up, volume and turnover for the store. He won't be interested in you; you are just figures and numbers to him. But he will be interested in any ideas you develop that come within his function and that will improve the way you operate with the store.

Particularly if you are able to come to the store with a stock control system that is new and a real improvement on anything else, will you be a hero to the controller. New, sim-



IBM PUNCHED CARDS...

**The Key To Modern
Accounting**



In IBM Accounting, fast, automatic machine processes provide accurate, timely reports of basic accounting data, as well as any breakdown of figures that are entered into the balance sheet or profit and loss statement. The IBM Method offers complete accounting. Facts are recorded only once in IBM Cards. The cards then are processed automatically by Electric Punched Card Accounting Machines to prepare various accounting reports to meet individual requirements.

An IBM installation in your office, or an IBM Service Bureau, can handle any type of accounting routine. IBM Service Bureaus, manned by skilled personnel, are located conveniently in principal cities.

IBM

**ELECTRIC PUNCHED CARD ACCOUNTING MACHINES
PROOF MACHINES... SERVICE BUREAUS... ELECTRIC TYPEWRITERS...
TIME RECORDERS AND ELECTRIC TIME SYSTEMS**

International Business Machines Corporation, World Headquarters Building, 590 Madison Avenue, New York 22, N. Y.
DECEMBER 15, 1947

**Do you have a product that fits
the
BAKING INDUSTRY?**

See Bakers Weekly's offer
of market analysis, page
13, this issue, Sales Man-
agement.

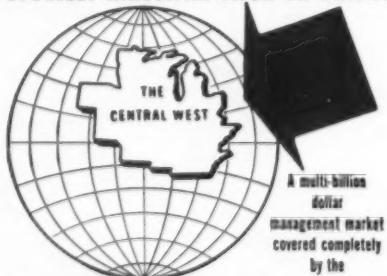
FREE! Increase readership
of your ads with
LIFE-like EYE★CATCHER photos.
Nothing like them anywhere.
Used by biggest advertisers. 100
new subjects monthly. Mat or
glossy print plan at small cost.
Write for new **FREE** proofs
#104. No obligations.

EYE★CATCHERS, Inc.
10 E. 38 St., New York 16



—that you're in business to do business;
that you're on the lookout for immediate
sales.

Greatest Industrial Area on Earth!



Chicago Journal of Commerce

AIR REDUCTION

SALES COMPANY

uses

the REPLY-O-LETTER



Write to the

REPLY-O PRODUCTS CO.

150 WEST 22nd St., NEW YORK, 11

plified systems are being worked out constantly. As a student of his job, the controller is interested in all shortcuts to the more accurate handling of figures and classifying them. He wants to know what is being done in other progressive stores, and he must set up stock-control systems that work easily and accurately in each department, with little attention from the buyer—and at the same time that will give the buyer the information he needs. If you can bring him such a system, the controller will welcome you with open arms.

Remember, however, that you must do an "all around" job for the store to remain on good terms with the controller. You can't just give him a good stock control system and fall down in other functions that are far more important. The controller will keep a close eye on a number of points about your relationship with his store. To keep him on your side, therefore, you should anticipate his watchfulness over such matters as these:

What mark-up does the retailer get from your product? In general, 40% should be the minimum, although steadily rising costs have caused many retailers to press for more than 40%. Your guide to satisfactory mark-up is your competitive situation. If you have competition that gives the store a higher mark-up than you do, look out! The controller will soon land on the buyer's neck on your account, and you'll find yourself losing business steadily.

What is your mark-down situation in most stores? Probably you don't know exactly, but it will pay you to make a study of the subject. If you find that the retailer must take excessive mark-downs on your line, look into the causes and eliminate them so far as you can before the controller tosses out your line entirely.

It may be that your merchandise is being damaged in shipment or from handling by the stores' customers, and that "as is" mark-downs are the result. You can minimize them by better pre-packing, or by displays that permit one item to be seen and handled while the rest of the stock is kept safely under the counter.

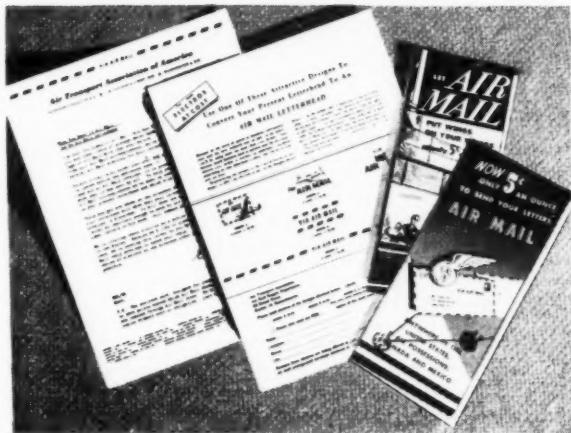
Or you may find that the store is constantly taking mark-downs on your product to meet competition from other stores. Get this problem licked as quickly as you can, even if you have to Fair Trade your product in order to eliminate the price cutting.

Are your cash discounts adequate? In most departments the normal cash discount is 2% for payment within 10 days after the end of the month. In the ready-to-wear departments it is 8% 10 E. O. M. Therefore if you try to sell a ready-to-wear department on a 2% basis, you'll be at a decided disadvantage with the controller's office. Look into this. Find out what cash discounts are general in your line and be sure that you are competitive on this point.



Fill 'er Up? The Last Frontier is The Texas Company's new service station in Las Vegas, Nevada. It's a modern super service station encased in a frontier style fire house (to sell Fire-Chief gasoline) and embellished with an antique fire bell and 19th century steam fire engine.

DIRECT RESULTS from the DICKIE-RAYMOND SCRAPBOOK



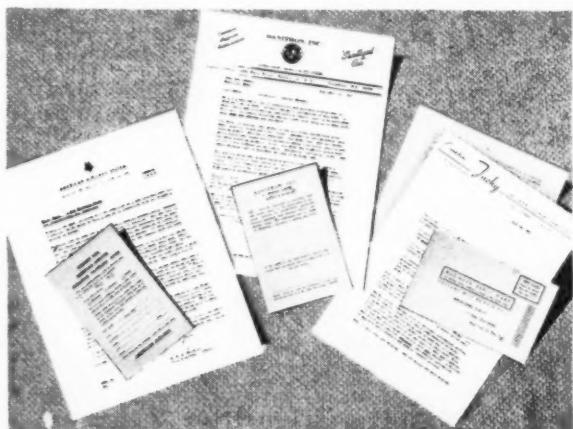
TRICKS FOR THE TRADE

Trade associations, as everyone knows, often can promote their product or service more efficiently than individual firms themselves. Not only do members get the benefit of better advertising at lower cost, but the prestige value of an industry-backed promotion often makes it more effective. Case in point: D-R client Air Cargo, Inc., interested in upping air express, mail and freight for the country's airlines. Material shown here, part of a continuing mail campaign, is designed to sell business firms on the advantages of using more air mail more often.



PAIR WITHOUT PEER

That's Dickie-Raymond teamed up with a client's regular space agency. Without fear, too, we might add — for our services are geared to supplement, complement, and round out your whole advertising effort. *Not to duplicate* your space agency's work, or to get in its collective hair. Prize samples of happy collaboration between space agencies and D-R — to our clients' greater benefit — are booklets shown here, each written by us, but offered through space ads written by client's regular agency. Proof for our point that each to his own specialty is a winning system.



IT'S IN THE CARDS

— the reply cards, that is — that a good sales letter is your best bet when you want *action*. But a "good" sales letter isn't always the one that brings in the most replies. Very often clients' needs are best served by keeping response low, aiming for quality of leads rather than quantity. Special D-R letter techniques evolved over 25 years make it possible for us to call the return, so to speak, with a consistent accuracy that surprises even us now and then. Above: a letter selling germicidal fixtures that pulled 6½%; another on a program counsel service that was good for a 17% response; and a third offering an overseas travel booklet that chalked up 9% returns.

MUSIC to a client's ears is the sound of cash rolling in from his advertising outlay. And that's the kind of music Dickie-Raymond specializes in making. Within the limits of direct advertising, our repertoire is wide and varied. We plan, write, design and produce promotional pieces of all kinds — letters, folders, catalogs, booklets, surveys, etc. — designed to influence *selective* markets. Techniques we've developed over 25 years, keep our output at concert pitch. Could we make some beautiful music for you? Write on your business letterhead for a copy of "Things Every Sales Executive Should Know About Dickie-Raymond." Address: **DICKIE-RAYMOND, INC., 521 FIFTH AVENUE, NEW YORK 17, or 80 BROAD STREET, BOSTON 10, MASS.**

There's Only One **DICKIE-RAYMOND**

**DIRECT ADVERTISING, MERCHANDISING
AND SALES PROMOTION COUNSEL**

What is the average retailer's turnover on your product? The faster it is, the more popular you will be with the controller, so do everything you can to speed it up. What can you do? You can (1) encourage small, frequent orders instead of pressing for single, large ones; (2) maintain an in-stock service for fast filling of orders at your factory or warehouse; (3) set up a control system that will signal low-stock danger points and get orders out and goods back before the stock runs out.

Have you considered a rebate arrangement? For most manufacturers this may be impractical, but if there is any real economy for you in increasing the volume you do with individual department stores it may be wise to share that economy with the retailer. A simple rebate formula which says, let's say, that if your volume with the store goes over \$100,000 a year you will rebate 1%; if it goes over \$250,000 you will rebate 1½%; if it goes over \$500,000 you will rebate 2%. This formula will practically put you into

partnership with the controller. He'll put pressure on the buyer to buy as much as possible from you in order to increase the amount of the rebate.

These are the fundamental points to consider in lining up a selling program that's designed to keep the controller interested in doing business with you, but we don't mean to indicate that these are the only things you can do to work with the controller. One important manufacturer, for example, at frequent intervals gives his retailers a series of collection letters that will help the credit department bring in more money from past due accounts. This is the kind of helpful thinking that indicates to the retailer that you understand his problems and are sincerely interested in helping him solve them. It won't help you much with the controller, however, unless the other details of your connection with the store are fundamentally sound.

The one point that we want to emphasize very strongly is: Even though you never meet him, the controller is, to you as a manufacturer, one of the most important executives in the store. You should know how he thinks and you should do everything you can to think along similar lines about the merchandising of your product through department stores.

Here's a final, specific suggestion that will help you to guide your selling plans into the right channels controller-wise.

Have you ever thought of naming a good retail controller to your board of directors? Having him on your board will give you access to his thinking at any time, and you will find him a valuable guide in preparing plans that will make a hit with his fellow controllers in the other stores through which you sell. If you feel that it's impractical to make a controller a director, you might set up an advisory committee composed of one or two controllers, a merchandise manager, a sales promotion manager and an advertising manager, each from a different store that is an important outlet for you.

Give this suggestion careful thought. We think it may be worth many times the price of admission.



DeKalb County with its 7,200 families is a part of Fort Wayne A.B.C. Retail Trading Area. They do a lot of buying in Fort Wayne. The News-Sentinel reaches 52.3% more of these 7,200 families than does Fort Wayne's morning paper.



The News-Sentinel is delivered to 97.8% of all homes in Fort Wayne six days a week.



The News-Sentinel
Fort Wayne's "Good Evening" Newspaper
FORT WAYNE, INDIANA

REPRESENTATIVES: ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

This is one of a new group of articles by Mr. Cumming on selling to the department store market. Previous articles appeared in SM for Sept. 15, Oct. 15, and November 20. —The Editors.

Tips



TIPS YOU MAY HAVE MISSED:

This being the time of year when many editors select the "Ten Best . . .", your SM Tips Editor has chosen several of the most useful Tips of 1947 and listed them here for readers who may have missed them the first time.

Last December 15th, when this "Best of the Year" list was initiated, the response was so favorable that it was decided to continue the idea as a regular feature of Tips Department.

The date following each publication below indicates the issue of SM in which each was first reviewed. If you're interested in any of these "Most Useful Tips of 1947," send your requests (a separate letterhead for each item requested, please) to SAES MANAGEMENT, Readers' Service Bureau, 386 Fourth Ave., New York 16, N. Y. Here they are:

"Things That Every Sales Executive Should Know About." (January 15) Dickie-Raymond, Inc., merchandising and sales promotion counsels, define direct advertising, and point out how it can be used effectively to educate, sell or influence selective markets or groups of people.

"Production Decalog." (January 15) This 40-page brochure published by George Fry & Associates, consulting management engineers, outlines the 10 elements of a sound production engineering program.

PROGRAMS RATE HIGHER ON WBNS



"BIG SISTER"
Hooperating
(Winter-Spring '47)

13.

ASK JOHN BLAIR
In Columbus It's

WBNS

163,550 WBNS FAMILIES IN CENTRAL OHIO



DECEMBER 15, 1947

"The ABC's of Modern Plastics." (April 15) Bakelite Corp. presents a brief outline of the origin, preparation and uses of plastics and their importance to modern industry and to consumers.

"Movies Go to Work." (April 15) Bell & Howell gives an up-to-the-minute, general picture of the place of sound films in industry—from sales training to production step-up.

"The Story of Classified." (May 20) An explanation of how classified advertising works, how it's "classified," how to place an advertisement, select type, estimate costs, etc., issued by the *New York Herald-Tribune*.

"House Magazine Layout: Format, Design, Typography." (May 20) A discussion of the three most commonly used types of company publications: the standard magazine, the tabloid, and the pocket-size house publication. It was prepared by K. C. Pratt, editor of *Stet*, (magazine for house magazine editors) for the Champion Paper and Fibre Co.

"Your Opportunity . . . Wholesaling." (August 15) Written by Joseph Kolodny, president, and Chester C. Kelsey, executive vice-president, National Association of Wholesalers, the booklet points out the significance of the wholesaling function and its career potentials. Fine for distribution among employes.

"State & Regional Market Indicators, 1939-1945." (September 15) Measures of the geographic shifts in economic activity during the complete war period have been presented by the Marketing Division of the United States Department of Commerce, under the direction of Nelson A. Miller. (20c)

Hotel New Yorker

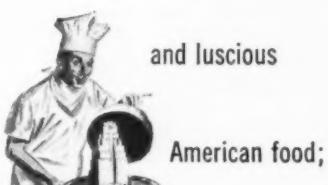
at your service

... with swift,



HOSPITALITY DESK

... with efficient bellmen,



... with cheerful, clean

home-like rooms,

and a thousand

other little services provided

by our 1700 employees!



HOTEL

New Yorker

FRANK L. ANDREWS, President

Largest in Manhattan. 2500 Rooms. + Tunnel Direct to Penn Station. 34th Street at Eighth Avenue, New York 1, New York



A One-newspaper buy in One of the country's richest markets is a great combination for the advertiser, particularly when that newspaper completely and economically covers the market.

There is such a combination in Akron where the Beacon Journal has 100% coverage of the rich Akron Retail Trading Area.

Here is the story in a nutshell. There are 124,512 families living in the Akron Retail Trading Area. The Beacon Journal daily circulation in this Area totals 124,543. Retail sales for 1946 were in excess of \$350,000,000.00.

There is no denying that Ohio's One in One Market is a must for your next advertising schedule.

To secure your rightful share of sales from this rich Area you need ONLY use Akron's only daily and Sunday Newspaper, *The Beacon Journal*.



JOHN S. KNIGHT, Publisher
Represented by
STORY, BROOKS & FINLEY

"Meeting the Special Problems of Small Business." (October 1) A report, prepared by the Research and Policy Committee of the Committee for Economic Development, which analyzes the trials of small business in the major areas of management and offers sound, constructive suggestions. (Single copies free; additional copies, 25c each)

"How to Sell to the Government." (October 1) The do's and don'ts of procedure for getting your share of the five-billion-dollar Federal, state and municipal government markets. A compilation of hints for manufacturers, jobbers and dealers, from *The Journal of Commerce*. Lots of clues to red-tape-cutting. (50c)

"Business Organization." (October 15) The results of a Metropolitan Life Insurance Co. study of the basic principles and patterns of 27 representative companies, plus a presentation of the factors involved in the setup of manufacturers, utilities, retailers, railroads, and other types of enterprise. A feature of the booklet is a special pocket containing actual organization charts of seven companies.

"Preparing Effective Printed Matter for Latin America." (October 15) How to avoid *faux pas* in selling to Latin America. It's based on the John Maher Printing Company's experience with Spanish language publications distributed in Mexico, Central and South America. Covers topics such as the preparation of direct mail, catalog requirements, number of languages needed, differences in culture which necessitate a special approach.

"Guide to Marketing Data Available for All Counties in the United States." (November 20) Definitely an executive time-saver. Twelve pages chock-full of "where-to-find-it" information, issued by the United States Department of Commerce.

"The Four 'M's of Business Success." (December 1) Norman Lewis, president, The Ridgway Co., Inc., advertising agency, expounds the theory that four basic factors enter into the development and success of any business: Merchandise, Market, Money, and Man. Excellent booklet for sales and promotional executives and employees.



THEY'RE SALESMEN

Retailers in Atlanta, Ga., recently were startled by the appearance of liquor salesmen in their stores dressed in overalls and work caps and carrying laborers' lunch boxes. The stunt was an idea which Max Kahn, president, Fulton Distributors Co., Gallagher & Burton's Atlanta outlet, plucked from a sales and advertising meeting in which executives had donned overalls and caps to dramatize the "We're on the Job" and "Back to Work" themes.

TO REACH ALL THE ACTIVE \$2,000,000,000 RUBBER INDUSTRY

use
INDIA

RUBBER WORLD

NATURAL & SYNTHETIC

Serving the Industry for 58 Years

1 FIRST—*in editorial prestige*—because it is edited by graduate chemists with long practical experience in rubber manufacturing and has an Editorial Advisory Board of ten outstanding authorities representing the different divisions of the Rubber Industry.

2 FIRST—*in editorial volume*—35% more editorial matter—all selected, carefully checked, and important.

3 FIRST—*in special services*—foreign news translated by a staff expert. Special section on plastics. All rubber patents published regularly. An up-to-date cross-index of rubber trade happenings for over 58 years.

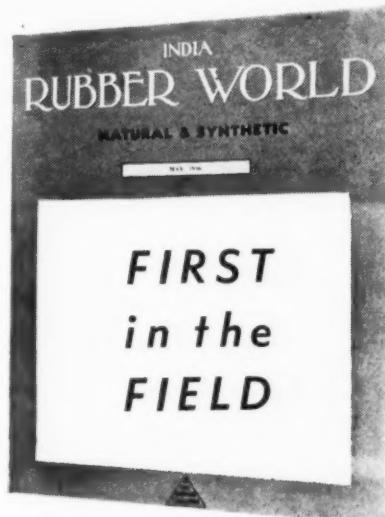
4 FIRST—*in advertising volume*—527 pages in 1939, 1,036 pages in 1946. Still growing—and still FIRST in 1947—Over 17% more advertising than second paper for the first 10 months.

5 FIRST—over 170 regular advertisers of rubber plant equipment, compounding ingredients, control and testing apparatus, services, general supplies, etc. Over 30 new accounts this year.

6 FIRST—largest circulation in the field—over 40% increase since 1942 and growing rapidly.

*Yours for the asking—
a copy of*

**“How IRW Is Serving
the Rubber Industry”**



386 FOURTH AVENUE, NEW YORK 16, N. Y., MOHAWK 4-1760
CHICAGO: 333 NORTH MICHIGAN AVENUE, STATE 1266
AKRON, OHIO: J. M. Pittenger 1014 First National Tower, Jefferson 7340

Designing to Sell



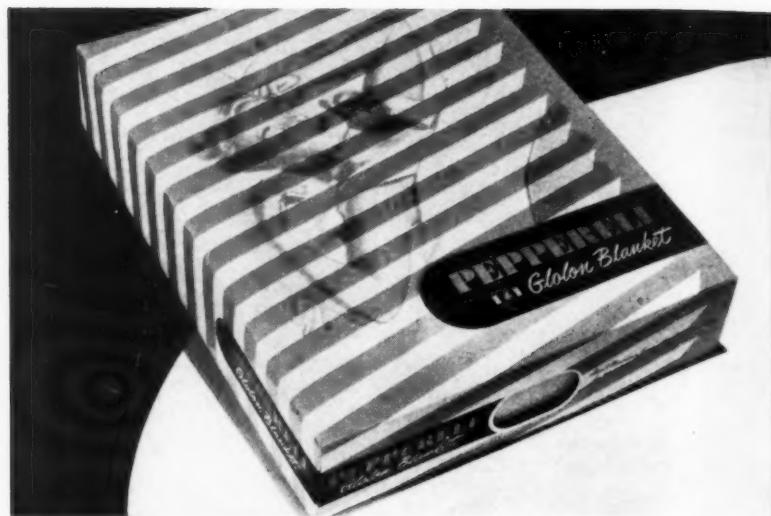
GIFT JUG: Laird & Co. is offering its well-known brandy in a jug designed from one found in its original old still-house. Container is attractively cellophane-wrapped and has a unique tag.



SEVEN-QUART PRESSURE COOKER: The new Wear-Ever has stainless steel "snap-tite" cover fitted with heat resisting bakelite handle. It is a product of The Aluminum Cooking Utensil Co.



MOTOROLA TELEVISION CONSOLE: The picture size is 55 inches. Set has 25 tubes, three rectifiers, and 10-inch cathode ray picture tube.



BLANKET PACKAGE: Pepperell Manufacturing Co. is offering the Glolon blanket in a new box designed by Frank Gianninoto & Associates. The basic pink color is overlaid with a striped simulation of venetian blinds. Blanket is visible through a window in the end panel.

NEW MOTORCYCLE: Latest in the line of the Harley-Davidson Motor Co. is the "125". It weighs 170 pounds, is of 2-cycle design, and has a piston displacement of 125 centimeters. Clutch is of the wet disc type operated by hand lever. The motorcycle is black with chrome trim.



*She's looking
differently
these days*



Shopping fashions—as well as dress fashions—are changing! Women are looking more carefully for the best buys . . . weighing every point of value before they decide.

And in this era of self-service merchandising the product that quickly shows its value at the point of sale is the one that appeals to the efficient shopper. That, dealers tell us, is why products in Cellophane move fast. Cellophane shows what it protects—makes a product its own best salesman.

E. I. du Pont de Nemours & Co. (Inc.), Cellophane Division, Wilmington 98, Delaware.

DuPont Cellophane

Shows what it Protects—at Low Cost

BETTER THINGS FOR BETTER LIVING . . . THROUGH CHEMISTRY





ONLY A SAMPLE... *but it sold out the house!*

Look back . . . or look ahead—the end result of effective sampling is more sales.

The planning and carrying out of a sampling or couponing program require "know-how", experience and trained manpower. The Reuben H. Donnelley Corporation is equipped, in this respect, to serve you well.

Whether you are thinking in terms of twenty-five hundred or twenty-five million customers, selective or mass markets, vertical or horizontal distribution, dealer help or store merchandising, we can help make your sampling campaign a success . . . at a reasonable cost.

One of our representatives will gladly explain our services further and help you to develop an effective sampling or couponing plan, tailored to fit your particular products, your particular sales problem. Just write us when he may call . . . or send the coupon to the nearest Donnelley office listed here.

TO:
THE REUBEN H. DONNELLEY CORPORATION

Gentlemen:

We want to talk sampling or couponing. Please send your representative.

Date _____ Time _____
Please call for appointment

NAME _____

FIRM _____

ADDRESS _____

CITY _____ STATE _____

Other Donnelley Services

Dealer Help Mailings—include planning, printing, dealer imprinting, addressing, scheduling and mailing.

Contest Planning and Judging—supported by years of experience in handling the nation's major contests.

Selective Market Mailings—proved by exhaustive tests, national, regional and local campaigns.

Mail-Away Premium Service—executed by an expert staff geared to handle volumes of requests quickly and efficiently.

THE REUBEN H. DONNELLEY CORPORATION

350 E. 22nd St.
Chicago 16, Ill.

305 E. 45th St.
New York 17, N.Y.

727 Venice Blvd.
Los Angeles 15, Calif.

SALES MANAGEMENT

Media and Agency News

NEWSPAPERS

The Monthly Grocery Inventory of *The Toledo Blade*, Toledo, Ohio, established in cooperation with the Bureau of Advertising, A.N.P.A., will make its first report next month. Research and preparation have been conducted since December, 1946, over a cross-section of the *Blade's* 14-county area. The report is comprised of 41 grocery product classifications which include 470 individual items and 297 different brands. It will show average sales per store, percent of distribution, and average stock on hand.

Toledo's highly diversified industrial and agricultural market will become of increased value as a key test area with the forthcoming inventory reports, according to J. W. Egan, Jr., *Blade* advertising director.

Requests for copies may be addressed to the National Advertising Department, *The Toledo Blade*, Toledo 4, Ohio. Distribution will be limited to manufacturers of grocery products and to advertising agencies serving such accounts.

Over 2,500 copies of "More Power in Newspaper Ads, Part 1," have been distributed by the Bureau of

Advertising, A.N.P.A., to advertising agency personnel and to national advertisers. Published in October and already in its second printing, the 52-page illustrated booklet presents a study of 1,120 grocery advertisements placed in newspapers by national advertisers. These advertisements represent nearly all national grocery advertisements checked in in The Continuing Study of Newspaper Reading since its establishment in 1939. Special emphasis is put on "editorial" techniques as a means of winning readers. Copies of the booklet are available upon request to the Bureau by advertisers and agency personnel.

MAGAZINES

The Advertising Department of *Better Homes and Gardens* is distributing a new merchandising portfolio designed to help advertisers obtain maximum sales from advertising in the magazine by giving them help in promoting their advertising through salesmen, dealers, distributors, etc. The kit is also designed to acquaint agencies and advertisers with the completeness of the *Better Homes and Gardens* merchandising



RETIRING PRESIDENT, Edward N. Mayer, Jr., (left) is awarded a plaque by the newly elected president of the Direct Mail Advertising Association, Charles B. Konselman.

services, and to bring about wider use of these merchandising aids.

The 10½ by 14-inch leather bound portfolio contains two pouches. One holds tabbed sections for filing material concerning the eight standard merchandising programs: new material; department stores; food; home planning service; "homes for today;" building material dealers; operative builder program; five-star plan service, including a cost-finding materials list. The other pocket also has eight tabbed sections and file space for 14 of the special for-sale merchandising aids: price catalog and order forms with prices and information about all the aids, display cards, reprints, newspaper aids, etc.

Better Homes and Gardens salesmen are personally presenting these portfolios to agencies and advertisers. All companies keeping the kits will regularly receive all new merchandising material to keep files up-to-date.

Going Places, a new entertainment weekly to be circulated in Metropolitan New York, is being published by Sidney H. Pelter and will hit the newsstands with a preview issue January 17. The magazine will contain features, pictures, reviews of current amusements, and an at-a-glance handling of schedules and ready-reference information. Besides entertainment—travel and resort, and fashion news, plus beauty and children's departments, will be included. Newsstand price will be 10c, yearly subscription \$3.00. Special consideration will be granted to charter advertisers. The magazine's offices are at 420 Lexington Ave., New York City.

Loughton Smith, former promotion manager of *Popular Science Monthly*, is resigning today, Decem-



CONTRACTING FOR TELEVISION EQUIPMENT: John Shepard, 3rd, chairman of the board, The Yankee Network, signs with The General Electric Co., for transmitting equipment for WNAC, Boston. Net and GE officials look on.



LEE ANDREWS has been appointed the advertising manager of *Sport* magazine, effective January 2.

ber 15, and in January will establish a new company to publish suburban weekly magazines in several communities of Eastern Long Island. With offices to be located in Bay Shore, L. I., N. Y., the new organization will cover community news, shore recreations, and shopping information for several Long Island trading areas via locally edited magazines. Initially, only retail advertising will be accepted. The first edition, to be published the third week in June, will be edited for the Bay Shore, Brightwaters, and Babylon, L. I., areas.

Mutual Broadcasting System and The Popular Fiction Group have signed a reciprocal promotion agreement involving eight Mutual network programs and 23 fiction magazines. According to the plan, participating programs will mention on the air one of the magazines of the Group, calling attention to a feature in the magazine which ties in with the radio program. All the magazines in the Group will carry a "preferred listening box" which will list the names, time of broadcast and brief description of those Mutual programs included in the over-all promotion. The joint exploitation begins in January and will continue for a minimum of eight months.

Effective with the issue of April 5, 1948, the black and white, one-time page rates of *Time* Latin American and *Time* Canadian will be raised to \$500 and \$660 respectively, according to William S. Honneus, advertising manager, *Time* International. The current page rates for *Time* Atlantic Overseas and *Time* Pacific Overseas remain unchanged. Prices for subscription and newsstand copies of the Latin American, the Atlantic Overseas and the Pacific Overseas editions will be increased January 1. . . . The new rate card for *Chatelaine*, published by Mac-

lean-Hunter Publishing Co., Ltd., Toronto, Canada, goes into effect with the magazine's April, 1948, issue and represents an increase of 10% for standard space in black and white, slightly more for color. . . . *Popular Homecraft*, Chicago, announces its first advertising advance in 14 years, effective January 1. During those years circulation grew from 50,000 to nearly 100,000 . . . Effective with the January, 1948, issue, *Outdoor Life* increases its circulation guarantee from 575,000 to 625,000 net paid—and no display advertising rate rise.

DeWitte S. Dobson, with The Curtis Publishing Co. for 22 years, is appointed manager of the company's San Francisco office. He succeeds Morton Bailey, who was recently transferred to Philadelphia and manager of *The Saturday Evening Post*. . . . Robert A. Low is appointed advertising manager of *The Saturday Review of Literature*. . . . Joseph M. Dooher, West Coast manager of *True Story* and *Sport*, is named West Coast advertising manager for Macfadden Publications, Inc.

BUSINESS MAGAZINES

A new publication, *Aero Catalog and Buyers' Guide of the Americas*, planned to develop the use of American aviation products throughout the Western Hemisphere, has been announced by Frank A. Tichenor, publisher of *Aero Digest* and *Revista Aerea*. He has also announced that Lanciar Publishers, Inc., publishers of the Aircraft Year Book for the industry, has become the book publishing affiliate of the Aeronautical Digest Publishing Corp.



UP-TO-DATE: 1948 Modern Packaging Encyclopedia has just been published. Contains latest packaging news on its 1,200 pages.



DANIEL C. PARK is the new general sales manager of Station WIRE, Indianapolis Broadcasting, Inc.

Since Large Size Week, sponsored by the Drug Editions of *Chain Store Age*, was announced in September, 5,100 of the 5,700 chain drug stores in the United States have signed up for the tenth successive year of this merchandising event. These stores are operated by 290 chains. During Large Size Week, scheduled for January 16-26, these chains will encourage customers to economize by purchasing larger sizes of 60 nationally advertised Fair Trade drug products.

Starting with January, 1948, *Sports Management's* circulation will be increased from 5,000 to 10,000 copies a month on a controlled basis. This follows a year of publishing pilot issues and of conducting an intensive survey of the spectator sports equipment and utilities market.

Containing complete new information on the classification and use of regular, premium and heavy-duty type motor oils, the eighth edition of *Service Man's Guide* to automotive lubrication is announced by The Chek-Chart Corp., Chicago. These oils, which are a wartime development, represent an improvement of widespread interest to automotive, bus and truck service station operators. Previous information in the *Guide* covering history and manufacture of fuels and lubricants, methods of lubrication, behavior of oils in engines, and the business side of the automotive lubrication field has been revised and brought up-to-date. The new 200-page edition is designed for "the service station operator who wishes to build a successful and profitable business."

The British Empire Trades Index, 1,000-page directory of manufacturers, services and distributors in the British Commonwealth of Nations, is now represented in the United States by Overseas Publications, Inc., Chicago.

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DEC

This is Toledo

... and an Announcement of the Trading Area

GROCERY INVENTORY

conducted monthly by the **TOLEDO BLADE**

A BROADER SCOPE on grocery market studies is provided in the **TOLEDO MONTHLY GROCERY INVENTORY**—penetrating not only Metropolitan Toledo, but a comprehensive cross-section of the Blade's unique retail trading area as well!

Following the progressive sampling method and other principles set forth by the Bureau of Advertising of the A.N.P.A., The Blade has tested this market area since January of this year, developing a stabilized and adequate panel of representative grocery stores located not only in Metropolitan Toledo but also in the surrounding trading area of Northwestern Ohio and Southern Michigan.

With data produced by this extensive research, a completely reliable and continuous statistical picture of grocery sales and distribution is NOW possible in one market which embraces 555 diversified industries, PLUS an agricultural belt of Ohio's richest and most productive farmlands—truly a complete survey of grocery product movements.

Manufacturers, Advertising Agencies and similar organizations concerned can anticipate initial release of "Monthly Movement Reports" in January, 1948.



THE GROCERY INVENTORY

COVERS

470 items representing
297 brands—in these
41 grocery classifications

- Baby Food
- Baking Powder
- Baked Beans
- Canned Milk, Evaporated
- Canned Meat
- Canned Peaches
- Canned Soup
- Catsup
- Cereal, Cold
- Cereal, Hot
- Cleaning, Bleaching liquid
- Cleanser, All purpose
- Cocoa
- Coffee
- Coffee, Soluble

- Cooking Oil
- Desserts, Puddings
- Dog Food, Biscuit
- Dog Food, Canned
- Dog Food, Meal
- Flour, All purpose
- Flour, Prepared
- Food Beverages
- Gelatin
- Grapefruit Juice
- Laundry Bars
- Macaroni; Noodles
- Meat Sauce
- Miscellaneous Cleaning Aids
- Mustard
- Packaged Soap
- Packaged Tea
- Peanut Butter
- Prune Juice
- Salt
- Shortening
- Soup Mixes
- Tea Balls
- Toilet Soap
- Tomato Juice
- Waxes

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY MOLONEY, REGAN AND SCHMITT, INC.
MEMBER OF AMERICAN NEWSPAPER ADVERTISING NETWORK



FOR BETTER UNDERSTANDING: The above transitad was designed and produced by National Transitads, Inc., for use in the 20,000 vehicles operating in the 46 cities where the company holds advertising franchises. Purpose: to support the Advertising Federation of America's current campaign for advertising.

AGENCIES

The Advertising Council has announced four new members on its Public Advisory Committee: H. E. Babcock, chairman of the board of trustees of Cornell University; Elmo Roper, well known marketing consultant and public opinion analyst; Allan L. Swim, publicity director of the CIO and editor of the *CIO News*; Reese H. Taylor, president of the Union Oil Co. Serving with 15 other leaders from labor, management, education and civic fields, the new appointees will help guide the Council in the selection of projects for national public service advertising campaigns.



J. B. Taylor heads the new advertising agency known as J. B. Taylor, Inc., headquarters at 2217-A Cedar Springs for Dallas, Tex., and affiliated offices in Los Angeles, Pittsburgh, San Francisco and Seattle. . . . Donahue & Co., Inc., has opened a Hollywood, Calif., office at 931 North La Cienega Boulevard.

An advertisement prepared for Red Star Yeast by Ellington & Co., Inc., received the highest rating of any women's apparel advertisement appearing in the October 25 issue of *The Prairie Farmer*, and among the top few ever included in the maga-



KENYON & ECKHARDT, Inc., vice presidents John Brew (left) and Joseph P. Braun have been elected to the board of directors.

formerly with O'Brien & Dorrance and CBS, joins Slans and Maury Advertising Agency as copy chief and sales promotion manager.

Accounts: Macfadden Publications, Inc., appoints St. George & Keyes, Inc., to place consumer and business publication advertising. . . . Standard Brands, Inc., names the New York City office of Dancer-Fitzgerald-Sample, Inc., to handle advertising for Shefford Cheese Products. . . . Marvel-Schebler Carburetor Division of Borg-Warner Corp., selects Seeman Peters, Saginaw, Mich. In addition to the advertising, the

agency will handle various of the division's sales and promotional items now in production. . . . Licensed Beverage Industries retains Fuller & Smith & Ross. . . . American Brakeblok Division of American Brake Shoe Co., Detroit, appoints The Caldwell-Baker Co., Inc., Indianapolis, Ind., effective January 1. . . . General Electric X-Ray Corp., Chicago, appoints N. W. Ayer & Son, Inc. . . . Pangborn Corp., Hagerstown, Md., manufacturer of blast cleaning and dust control equipment, assigns its advertising account to VanSant, Dugdale & Co., Inc., Baltimore, Md. . . . Abeles Shirt Co., makers of Fruit-of-the-Loom, shirts, to Hirshon-Garfield, Inc. . . . Hornblower & Weeks, 59-year-old investment firm, to Wiley, Frazee & Davenport, Inc. . . . The Pyrene Manufacturing Co., Newark, N. J., and the Asplundh Tree Expert Co., Jenkintown, Pa., name Gray & Rogers, Philadelphia. . . . International Manufacturing Co., air conditioning equipment, to Erwin, Wasey of the South, Oklahoma City, Okla.

Bristol-Myers to McCann-Erickson, Buenos Aires office, to advertise Mum in Argentina. . . . Aluminum Import Corp., distributor in the Western Hemisphere for products of the Aluminum Co. of Canada, Ltd., and other manufacturing units of the Aluminum Limited group, to the G. M. Basford Co. for advertising, public relations and marketing counsel. . . . General Motors Overseas Operations to Robert Otto & Associates, Inc., as export advertising agency for automotive non-vehicle products.

Neva-Clog Products, Inc., Bridgeport, Conn., stapling machines and staples makers, to Wilson Haight & Welch, Inc. . . . Alexander Hamilton Institute, Inc., also Taylor-Reed Corp., Glenbrook, Conn., for its new drug product, Vichy Antacid Pastilles, to St. George & Keyes, Inc. . . . Acme Fastener Co. to Seidel Adver-



DONALD A. NORMAN has been named sales manager of WNBC, NBC's New York City station.

SALES MANAGEMENT

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DECE

All business is Local



Sales oases, lush and green, dot the whole wide U.S. landscape. But the funny thing about them is—one advertiser's oasis may be another's desert. And covering sales deserts with across-the-board national media can add a lot to your cost per sale.

Take hot cereals. Nationally, oat cereals lead wheat by a smashing three to one. But in two of America's biggest cities, among others, wheat upsets the average and romps ahead with a better than 14% lead!

Proof again that markets are as different as people. And that the ad dollars that follow market potentials are the ones that bring back home the surest profits.

More and more, as costs keep rising, national advertisers are turning to the pinpoint precision of newspapers to get more efficiency per advertising dollar. A big reason why national advertisers' investment in newspaper space this year is climbing more than 37% ahead of 1946's all-time high.

*Helping advertisers chart their way to sales opportunity is the Bureau of Advertising's primary job. Let our sales analysis staff help you, too, put local marketing facts to work. Or write today for the newly revised booklet, *Services Available to Advertisers and Agencies*.*

Bureau of Advertising
AMERICAN NEWSPAPER PUBLISHERS ASSOCIATION

370 Lexington Ave., N. Y. 17, Caledonia 5-8575 • 360 N. Michigan Ave., Chicago 1, State 8681 • 240 Montgomery St., San Francisco 4, Exbrook 8530
prepared by the Bureau of Advertising and published by Booth Michigan Newspapers in the interest of more effective advertising

DECEMBER 15, 1947

tising Agency, Inc. . . . Western Gear Works and Pacific Gear & Tool Works to West-Marquis, Inc.

U. S. Magazines and The Canadian Embargo

The Canadian Government, in its recent decision "to impose certain temporary prohibitions and restrictions on imports" from this country, has included certain periodicals, defined as to type, but not listed by name. The suddenness of the announcement, which was dated November 18 at the Canadian Consulate General's office in New York City and which was activated as of midnight, November 17, caused considerable concern among publishers in this country. Delegations waited upon the Minister of National Revenue in Ottawa, endeavoring to learn whether a list of the prohibited periodicals would be published, whether an extension could be granted till the first of the year to give the publishers a chance to revise circulation plans, and whether subscriptions would also be banned.

Answers to parts one and two of this query were categorical "no's." The situation relative to subscriptions was still described as "confused" by spokesmen of the National Associa-

tion of Magazine Publishers, Inc., as SALES MANAGEMENT went to press. Indication is, however, that Canadian subscribers to the banned American publications will be permitted to receive magazines for which they had paid prior to November 18.

The statement in the regulations, which contain dozens of items from fresh meats to lipstick holders and ski racks, identifies the publications as follows:

"Periodical Publications — unbound or paper bound, consisting largely of fiction or printed matter of a similar character, including detective, sex, western, and alleged true or confession stories, and publications, unbound or paper bound, commonly known as comics, but not including bona fide supplements used with newspapers.

"Provided, that the decision of the Minister of National Revenue as to whether or not any publication is included in the foregoing description shall be final and conclusive."

Actually, the wording of the regulations is identical with those which were put into effect during the war. It is expected that the prohibited publications will also be the same. However, the N. A. M. P. warns that all publishers should obtain offi-

cial permission from Ottawa to ship any magazines to Canada. Otherwise they run the risk of being held up at the border, of being turned back, or of a refusal by the railroads and The American Express Agency to ship.

Reaction on the part of American publishers, after the first shock, has not been too pessimistic. Dell, Fawcett and Macfadden, knowing that many of their publications are definitely prohibited newsstand outlets in Canada, feel that a very large percentage of this circulation can be assimilated in this country. And advertising-wise, their banned books have never depended upon so relatively small a market. At least one publisher, however, may acquire printing facilities in Canada.

Publishers whose magazines are still persona grata north of the border, have another problem: waste circulation for American advertisers interested in Canadian outlets for their products. However, their Canadian circulation is so small, percentage-wise, and there are so few advertisers depending on Canadian outlets, say representatives of these magazines, that any pessimism in sight is a very pale gray. For example, *Collier's* total circulation is 2,800,000, of which 71,000 go into Canada. *Woman's Home Companion* figures are 3,700,000 and 105,000, respectively.

The Canadian edition of *Time International*, with over 100,000 circulation in Canada, reports that 82% of its advertising consists of Canadian accounts. Spokesmen for this publication feel that the regulations will not decrease advertising. To date, they report, renewals are coming in regularly.

Nearly all publishers have been irritated by inconvenience to circulation schedules and promotion plans, but all feel that, since the regulations are temporary, the Canadian market is a good one which United States advertisers will continue to develop.

SALES MANAGER WANTED

Manufacturer of nationally distributed and advertised detergents and cleansing specialties is looking for a thoroughly experienced man with outstanding ability and initiative to supervise sales. He will headquartered in St. Louis, Missouri. We want a man with college training and between the age of 35 and 45. He will not be handicapped by preconceived company executive ideas as to how he should operate. He will be given every opportunity to become Vice President in charge of sales should his proven ability earn that merit. Starting salary is open and this position is to be filled as quickly as possible. To receive consideration be sure and write fully giving complete, detailed chronological history, remuneration received in all positions held to date, reason for desiring change, references that can be contacted and others strictly confidential. Send a large snapshot of yourself that is not over one month old. Box No. 2503, Sales Management, 386 Fourth Ave., New York, N. Y.



You can spread the prestige of your products in the magazine acknowledged the biggest success

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ADVERTISING MANAGER

A nationally known and well established manufacturer in the building material field seeks a capable advertising man to round out an aggressive and forward looking sales organization.

As an important member of this sales team, he will create "selling" advertising — produce hard-hitting direct mail and dealer promotion—work with the advertising agency—and handle or supervise all the various functions of a manufacturer's advertising department.

If this interests you, write today. A complete outline of your qualifications, experience, salary requirements and personal history, with facts and figures, will provide a basis for later interview. All replies held confidential. Address Box 2500, care of Sales Management, 386 Fourth Ave., New York 16, N. Y.

LANTERN SLIDES
2" x 2"—3 1/4" x 4"
BLACK & WHITE, KODACHROME
For Presentations
Sales Meetings
Television, etc.

HAYNES-PROVOST STUDIOS

18 EAST 41st ST., NEW YORK 17, N. Y.
Telephone: LExington 2-5579

Write for information on
EZE-STIK
T.M. Reg. U.S. Pat. Off.
Self-adhesive displays
SIMON ADHESIVE PRODUCTS CORP.
424 West 33rd Street, New York 1, N.Y.

Advertising salesman for outstanding trade publications serving top merchandising fields. Give complete resume, experience, age, accomplishments, references, salary. Box 2502, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SUCCESSFUL SALESMAN

Seeks New Opportunity Selling

To Business Firms or Distributors

Newly employed but want opportunity with real future. Extensive prewar and postwar experience selling to business and industry. Prefer capital or durable goods line. Age 29. Naval officer in war. College graduate. Details on request. Box 2491, Sales Management, 386 Fourth Ave., N.Y.C.

COMMENT

MEASURING RADIO'S EFFECTIVENESS

More and more of the black magic is being taken out of radio as an advertising medium as new measurements of its effectiveness are developed. Scientific testing and checking devices are being applied; some measure quantity, some intensity, some measure returns per dollar.

You hear a program. Maybe you like it. Maybe you are downright enthusiastic. Maybe it simply leaves you blah but you are too lazy to get up and turn off the set.

Dr. George Gallup is going to rate each program according to what he terms an "enthusiasm quotient." Programs will be evaluated by means of the Hopkins Televote Machine which has been used for the last seven years in pre-testing movies. In these tests, each member of a selected audience is given a knob on which he expresses what Dr. Gallup refers to as the "relative enjoyment level" by turning the knob to the right when he likes the program and left when he doesn't. The reaction of the audience is recorded continuously and automatically on a moving tape so that each component part of the program can be studied objectively and, according to its enjoyment rating, be discarded or retained.

John Crosby, who writes so entertainingly on radio for the New York *Herald Tribune*, doesn't believe that such a machine can ever replace him as a critic. He contends that one's relative enjoyment level depends on a lot of things besides the intrinsic value of the radio program in question. "It can fluctuate widely and inaccurately according to the number of martinis in the listener. On two martinis, the enjoyment level rockets; on four it plummets. The state of the digestion, the state of the world, the state of one's finances, the state of one's mind, the state of one's blood pressure—they all affect the enjoyment level, no matter how funny or unfunny the comedian is. People are as variable and unpredictable as the winds in their enjoyment levels. One night they laugh. The next they don't. The jokes are constant in this game; the people are the variables."

What Mr. Crosby doesn't understand—and it is true of most people who are inexperienced in research work—is that if the sample is well constructed and is adequate, all of those individual characteristics and idiosyncrasies are averaged out. In other words, some listeners will have had no martinis, some will have had one, others will have had more than one. Add all of their individual reactions up and divide by the number interviewed and you have a reasonably accurate composite picture.

The A. C. Nielsen Company now is making a monthly public release of some of the high-spot findings of the Nielsen Radio Index, and to us the most interesting feature of this release is the difference between the size of the radio audience and the cost of reaching that audience. Up to this time, most of the measurements of radio effectiveness have told us how large the audience is for a given program. Jack Benny's, let's say, has a rating of 21.3, which is supposed to mean that 21.3% of the Nation's radio sets were tuned in to his program. Another program has a rating of 1.5 and, in comparison with the Jack Benny program, that seems terrible. The advertising agency gets worried and wonders whether another

star or another network might raise the rating; the sponsor begins to wonder whether he has the right advertising agency or whether radio is any good as a medium.

The new Nielsen figures will give encouragement to many a "little" program by showing that in terms of dollars invested in it, the program may be very successful—much more successful than more costly programs with a larger audience. The Nielsen Radio Index of the "Top 20" for the week of October 19 to 25 shows for evening programs 20 shows which reached upwards of 18.7% of the family. It shows also the 20 evening programs which are most effective in "homes per dollar." This latter index is constructed by estimating the number of homes reached and dividing that total by the combined cost of time and talent. The 20 most effective reached from 366 to 572 homes per dollar invested.

If you expect to find a close correlation between the top programs in total audience and the top programs in homes per dollar, you will be thoroughly disappointed, for only six of the programs which are in the select total audience group also appear in homes per dollar, the index of effectiveness. The facts seem to indicate that many inexpensive programs with relatively small audiences are a far better buy for the advertiser than the bigger and more popular shows.

With daytime shows—and especially the so-called soap operas—there is a better correlation between the top 20 in total audience and the top 20 in homes per dollar. Fourteen in the first group also appear in the second.

LETTING THE PUBLIC KNOW

Ross Roy, the Detroit advertising and merchandising counsel, has a good idea. He thinks that when corporation executives send out press releases about corporation profits, they should include sales volume and percentage of net profits figures, and that when dividend figures are released the figure on total wages and salaries paid to employes, as compared with total of dividends paid, should be a part of the story. Many people believe that corporations pay out as much in dividends as in wages, although the facts are that wage earners receive 11 times more than the stockholders.

Most advertisers hope that their messages will live in the public mind, but the National Association of Manufacturers must wish that some of their advertisements did not have such a long life in the public memory. Their advertising of more than a year ago promised people that if O.P.A. were abolished, production would go up and prices would drop. Well, prices haven't dropped and the public has remembered the ads.

The N.A.M. believes that the public should be educated on the fundamentals of the price problem and that this education should begin at home—in every manufacturer's plant, office and community. The organization has prepared an excellent analysis of the underlying factors which have brought about a higher level of prices. SM subscribers who would like a copy of this analysis should write the N.A.M. at 14 West 49th St., New York, requesting, "Fundamentals of the Price Problem."

What does American's leadership mean to you?



10 REASONS WHY *American leads the way in experience*

✓ IN PASSENGERS CARRIED

For ten years, American has led all domestic airlines in total passengers carried!

✓ IN PASSENGER MILES FLOWN

Since 1937, American has led all domestic airlines in number of passenger miles flown!

✓ IN FLIGHTS FLOWN

American, day-in and day-out, makes more scheduled flights than any other airline!

✓ IN NUMBER OF AIRCRAFT

American leads all domestic airlines in number of airliners in service!

✓ IN ENGINEERING RESEARCH

No other airline can match American's research facilities nor equal the technical knowledge of its engineering staff!

✓ IN PERSONNEL TRAINING

American excels all airlines in intensified, thorough personnel training!

✓ IN TRANSATLANTIC FLIGHTS

During the first six months of 1947, American flew more transatlantic flights than any other airline!

✓ IN DC-6 SERVICE

American has the greatest number of DC-6 aircraft in operation!

✓ IN AIRFREIGHT SERVICE

American was the first airline to operate Airfreight service!

✓ ...AND, FOR THE FUTURE

...for even greater leadership, American has ordered more DC-6 and C-46 air transports than any other airline!

This advertisement appeared in national consumer magazines during October.

For reservations and information call your nearest American Airlines office or your travel agent.



AMERICAN AIRLINES

Today, American leads all scheduled airlines in total Airfreight ton-miles flown . . . and in number of all-cargo Airfreighters in service!

• • •

What does American's leadership mean to you? It means *even better Airfreight*

service to a large number of important shipping centers. Find out how American's Airfreight can work for you—getting your merchandise to its destination *when it's wanted*, at remarkably low rates. For details call your nearest American Airlines office or write American Airlines, Inc., Cargo Division, 100 East 42nd Street, New York 17, N. Y.

AMERICAN AIRLINES Airfreight

The truth about profits

Not long ago a survey uncovered the interesting fact that many people believe profits of the average business represent as much as 25% of sales!

This same belief lies behind workers' demands for higher wages. And it lies back of consumers' cries for lower prices.

Yet the National Industrial Conference Board reports that, during the entire period of 1919-1943, the average profits per dollar of sales in this country actually represented only 4.5%!

And that small percentage had to be used to modernize plants and equipment. It had to be used to pay dividends and to put something aside for a "rainy day."

Unfortunately the truth about profits and about the workings of the profit system escapes many people.

They do not realize that profits always have been only a small percentage of American wealth!

They overlook the fact that corporations distributed *eleven times as much* in wages

and salaries between 1909 and 1946 as they did in dividends!

They forget that the only alternative to the profit system is a controlled economy—minus incentive, competition and freedom. They forget, too, that the profit system gives Americans freedom of choice to buy the clothing, food, home furnishings and cars they want!

Few products would be sold, few profits made without freedom of choice . . . without the sound distribution, effective advertising and solid merchandising upon which Free Enterprise must depend.

So let's tell the facts behind profits to all Americans. Let's help them realize that this system, which they built through their demands, is on firm footing.

Let's see that press releases about corporation profits include *percentages per dollar of sales* as well as total dollars earned. And when total dividends are released, let's compare them to total *wages and salaries* paid.

Let's keep Americans informed—and thus help keep Free Enterprise safe from attack.

Ross Roy, Inc., Advertising

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